Navy Marine Corps Intranet (NMCI)
Site Deployment Guide

Version 1.2

07 March 2003

Prepared by:
NMCI Navy Program Management Office, PMW 164
Space and Naval Warfare Systems Command

Prepared for:
NMCI Navy Customers

The NMCI Navy Site Deployment Guide is published for informational purposes only to describe the process of site migration. The content of this document shall not be considered contractually binding. All issues associated with the NMCI Contract N00024-00-D-6000 shall be referred to the Procuring Contracting Officer, at 703-685-5508.

RECORD OF DOCUMENT CHANGES

Change No. and Date of Change	Date of Entry	Page Count Verified by (Signature)
V1.1 on 28 Jan 2003	28 Jan 2003	
V1.2 on 7 March 2003	07 March 2003	

If you have questions or suggestions to improve this guide, please contact:

Space and Naval Warfare Systems Command (SPAWAR)
Navy Marine Corps Intranet (NMCI) Navy Program Management Office (PMO),
San Diego, California 92110-3127

PMW 164, NMCI Navy PMO

CAPT Craig Madsen, Program Manager (PM) NMCI or
619-524-7604, craig.madsen@navy.mil
Mr. Vince Squitieri, Deputy PM NMCI or
858-537-8670, vincent.squitieri@navy.mil
Mr. Kevin McNally, Assistant PM (APM) – Site Management Division (SMD) or
619-524-7580, kevin.mcnally@navy.mil
Mr. Joe Cooke, Deputy APM – SMD or
858-537-0678, joseph.cooke@navy.mil
Mr. Dingus Gayheart, Lead Customer Project Manager (CPM), SMD
619-524-7972, dingus.gayheart@navy.mil

TABLE OF CONTENTS

PREFACE

I. PURPOSE OF THIS GUIDE

The Site Deployment Guide furnishes the government customer with key information needed to successfully migrate to the NMCI Environment, as well as lessons learned throughout the deployment of the initial NMCI sites.

II. SCOPE OF THIS GUIDE

This guide establishes the major events that occur during each phase of the NMCI Site Deployment, and their impact on the government staff. It defines those processes and deliverables for which the government is responsible. It stipulates critical tasks and lessons learned, which when heeded, will enable the customer to successfully migrate to NMCI. Special emphasis is given to the Cutover Phase, since this is a critical stage during the deployment process.

III. DOCUMENT STRUCTURE

This guide consists of five sections and five appendices. The sections are described as follows:

Section 1	This section provides an Executive Summary of the Site Deployment Process.
Section 2	This section provides the General Site Transition Information needed by the customer, and includes sub-sections on Chain of Command, Resource Requirements, Schedule Management, Issue Tracking and Lessons Learned.
Section 3	This section describes Pre-Cutover Phase, including all tasks listed on the Joint NMCI Transition Checklist.
Section 4	This section discusses the Cutover Phase where the transition of the users and resources to the new environment are completed. This phase is considered complete by the validation, review and acceptance of the NMCI Seats.
Section 5	This section describes the Post-Cutover Phase where pre-defined performance measurements are validated and observed by the customer as EDS takes over the IT support operation of the new NMCI system.

The three sections (three through five) describing each of the government phases and their activities are broken down into sub-sections, described as follows:

Section x.1	This sub-section provides overview information for the phase.
Section x.2	This sub-section provides the timeline for the Level 2 and 3 activities occurring during this phase.
Section x.3	This sub-section summarizes the roles, responsibilities, and deliverables for the phase in a tabular format.
Section x.4	This sub-section provides additional details needed to clarify tasks listed in the Roles and Responsibilities Table. References will be provided to any further details needed. Much greater detail is given on the Cutover Phase than any other phase, since it is so critical to the government.
Section x.5	This sub-section lists the lessons learned based on recent experience in NMCI Site Deployment. These lessons learned are included, so that the appropriate changes can be taken to minimize the risk to the NMCI Site Deployment.

IV. INTENDED AUDIENCE

The intended audience of this guide is the government customer managing the NMCI migration at a Navy site. This guide is also important for government and contractor employees who assist the site with the transition to NMCI.

1 EXECUTIVE SUMMARY

The NMCI is an Information Technology (IT) initiative and procurement strategy designed to provide secure, seamless, end-to-end connectivity. Navy and Marine Corps personnel use IT to support the Department of the Navy's (DoN's) core business, scientific, research, computational, and war fighting support activities. The NMCI service area includes the Continental United States (CONUS) and Hawaii. There are an estimated 400,000 Navy and Marine Corps uniform and civilian workforce members, including United States Navy (USN) and United States Marine Corp (USMC) reserve seats. Additionally, the NMCI service area may be expanded outside the continental US (OCONUS) sites in the near future.

A critical task for the NMCI Site Deployment is to transition the existing Navy and Marine legacy applications and systems to the new NMCI Environment, while adhering to established security standards and policies. This transition can only be successfully completed without major site impact if processes are well coordinated and executed in a timely, systematic manner.

Electronic Data Systems (EDS) as the prime and their key subs, is the NMCI contractor team for the conversion and after successful transition, the IT support operation for the government. The EDS activities are grouped into four Deployment Phases. These are Detailed Engineering, Site Preparation, Site Transformation, and Achieving SLA's.

The government has related activities, organized into three major phases. These are Pre-Cutover, Cutover and Post-Cutover. Key milestones within each phase are managed and tracked at three different levels by the Navy. Site deployment success is directly related to the amount of cooperation and coordination between EDS and the government as they complete their related activities.

2 GENERAL SITE TRANSITION INFORMATION

NMCI transition is important to the DoN, because it will provide greater IT network security and better management of IT resources. This will provide cost savings that can be used for mission critical tasks. Transition to NMCI is not a trivial undertaking, but instead very resource intensive. However, if prior to Cutover the groundwork is laid by careful information gathering and planning, this transition will proceed smoothly and benefits will be seen sooner. Assigning adequate resources is essential for an effective site transformation. There are a variety of sizes and types of sites, each with their own individual circumstances and needs. The complexity of transition depends on the service needs of the site, the number and diversity of applications and the existing infrastructure.

The NMCI Navy PMO is committed to providing the customer with the required information, and the necessary support staff consistent with priorities, schedules and resources, to bring about an effective transition for each site in each Claimancy. The goal of this document is to be the conduit for that information. This section will address general issues that can apply to each phase of the transition, while the following sections will focus on phase specific information.

2.1 CHAIN OF COMMAND

Before beginning any task, it is imperative to know who is responsible and has authority for the activities involved. The management of the Site Transformation has been divided into three distinct levels. These are the Program Level (Level 1), Echelon II and PMO (Level 2), and Site Management (Level 3). Below is a listing of the people involved in the management of each Level of Milestones.

Program Level Management (Level 1 Milestones)
Director NMCI
Navy Program Manager
Echelon II Commanders and CIOs
EDS Client Executive

Echelon II and PMO Management (Level 2 Milestones)
Customer Echelon II NMCI Transition Manager
PMO CPM
EDS Claimant Manager (CM)

Site Management (Level 3 Milestones)
Customer Commander Task Force (CTF)
EDS Site Manager (SM)
PMO Site Integration Lead (SIL)

Figure 1-1 depicts the Deployment Phases, including EDS and government phases with the Level 1 milestones. The Level 2 and 3 milestones are depicted in the diagrams contained in subsequent sections.

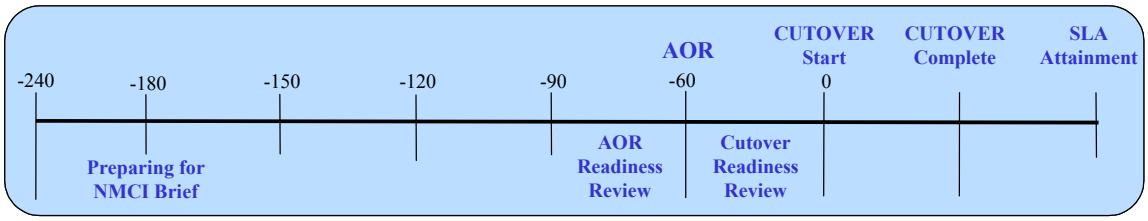


Figure 1-1. Level 1 Deployment Milestones

2.2 RECOMMENDED RESOURCE REQUIREMENT

Once the leadership for the task in question is determined, the next issue to be addressed is the provision of adequate staffing resources. The customer provides the Customer Site Transition Team and the Customer Cutover Transition Team. The PMO and EDS also provide staffing resources for the Site Transformation process. Time and experience have provided a guideline that can be used for planning staffing resources. Each situation is different however, and individual claimancy and site needs should be taken into account when planning staffing. Leadership and staffing needs will change over time, based on the tasks to be accomplished. The following table shows staffing and job descriptions.

Echelon II Staffing Positions	Site Staffing Positions	Job Description
NMCI Manager		Echelon II representative responsible for overall claimancy transition to NMCI
Legacy Apps Manager	Legacy Apps Coordinator	Representative responsible for legacy applications rationalization, media submission and testing
Legacy Apps Assistance	Assistant Legacy Apps Coordinator	Representative assisting with legacy applications rationalization, media submission and testing
Schedule Coordinator		Echelon II representative responsible for all claimant transition schedules
	Schedule Coordinator (for Rollout and Legacy Apps Testing)	Site representative responsible for all site transition schedules, particularly rollout and legacy applications testing.
Tech Lead	Technical Rep	Representative responsible for all unique architecture, and the implementation of technical requirements

Echelon II Staffing Positions	Site Staffing Positions	Job Description
Lead Customer Technical Representative (CTR)	CTR	Representative responsible for all DCTR and ACTR actions including ordering, invoicing, and contract execution
	Deputy CTR (DCTR)	Site representative responsible for all DCTR and ACTR actions, including ordering, invoicing, and contract execution. Assumes CTR actions in the absence of the CTR.
Assistant CTR (ACTR)	ACTR	Representative assisting with ordering, invoicing, and contract execution
Facilities Coordinator		Echelon II representative responsible for all NMCI facilities coordination, including server farms, staging, administrative spaces, etc.
Physical Security/IA Coordinator		Echelon II representative responsible for all security and IA issues in the claimancy
	MAC Coordinator	Site representative responsible for the coordination, approval and tracking of all site MAC requests
	Sys Admin for GAL and Shared File Space Administration/500 Seats	Site representative responsible for administration of all shared and public folders, as well as address lists administration

2.3 SCHEDULE MANAGEMENT

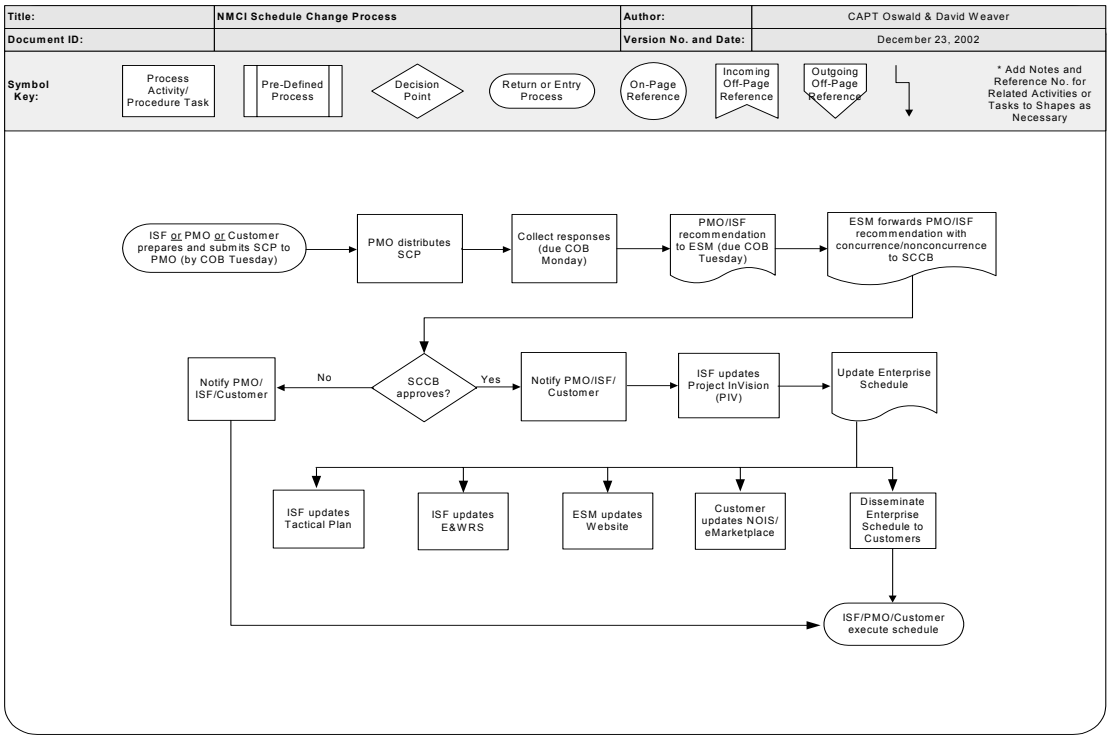
The Director NMCI is the sole approval authority for all NMCI Site changes to the Master Schedule, and all Level 1 Milestones are managed at that level. Adhering to this schedule is important, because equipment ordering and staff availability are all planned based on this schedule. If one site changes their Cutover Dates, it could adversely affect many other sites.

The NMCI Director Enterprise Schedule V1.2 is the current baseline schedule, and is posted at the NMCI Director's web portal (http://nmci.navy.mil) under a password-protected link. The NMCI Director's staff processes password requests.

Once the site is on the Director's schedule, the cutover date for that site is established. This triggers all of the predetermined activity dates for the site to complete the whole site deployment. The only date that is not pre-determined, based on the established cutover date in the Director's schedule, is the Assumption of Responsibility (AOR) date. The site claimant and EDS agree upon the AOR date during the requirements gathering process. The Site Concurrence Memorandum (SCM) can be used to document site unique requirements and an agreement including the AOR date, but is not a contractually binding document.

All EDS and government activities are tracked based on their own projected timeline of completion. The timeline counts down calendar days towards the cutover date. Once the cutover date is reached cutover activities will begin and will take 30 to 60 days to complete, depending on the number of seats and the ratio of technical implementation staff assigned to those seats. Once the cutover is complete, the entire IT support is turned over to EDS. As EDS takes over the IT support operation, the government will continue observing and validating the Service Level Agreement (SLA) for each component part for 30 days based on pre-defined performance or output thresholds.

The Schedule Change Process (SCP) is required for all schedule Configuration Management item changes including addition/deletion of schedule line items, site name and composition (commands and Unit Identification Codes (UICs)), AOR date, and Cutover start date. Following is a diagram of the SCP process. After the diagram, a high-level description is given of that process.



1. SCPs should be coordinated between the site, Echelon II Claimant, and EDS prior to submission to the Navy PMO.
2. SCPs should be submitted to the following Navy PMO addressees:
   Capt Kim Oswald (oswaldk@spawar.navy.mil)
   Mr. Kevin P. McNally (kevin.mcnally@navy.mil)
   Ms. DeDe Burum (dede.burum@navy.mil)
   Ms. Emily Corcoran (Corcoran_Emily@bah.com)
3. If the Navy PMO receives a correctly submitted SCP by COB Tuesday, the Navy PMO and EDS shall make every attempt to process and submit it to the Enterprise Schedule Manager (ESM) by COB Wednesday of the following week.
4. CPMs will be able to provide status on specific SCPs.
5. All approved SCPs will be posted on the NMCI website (www.nmci.navy.mil) and will be incorporated into the next scheduled release of the NMCI Enterprise Schedule.
6. For any questions on the SCP procedures, please contact Capt Kim Oswald electronically at oswaldk@spawar.navy.mil or by phone at (619) 318-6114.

Note 1: Seat number changes do not require an SCP; this information is updated through an entry into NOIS.

Note 2: Any seat change that adds or deletes a schedule line item requires an SCP.

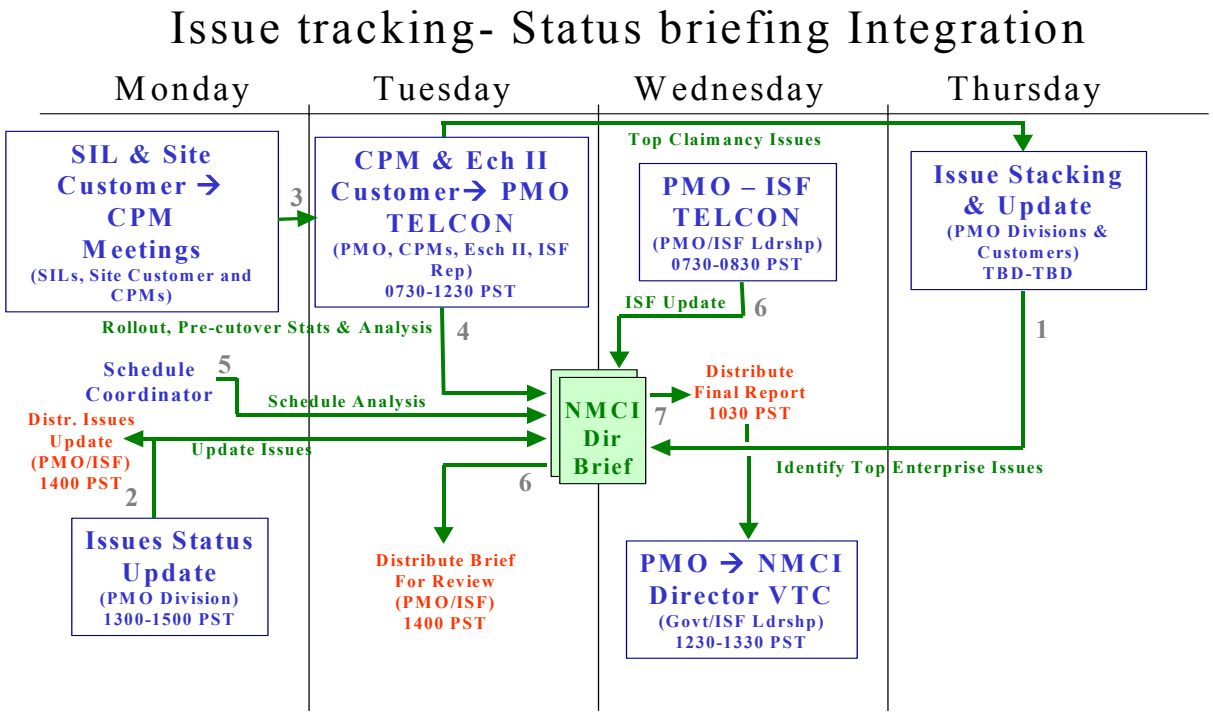
2.4 ISSUE TRACKING

As tasking progresses, there must be a way for all parties involved in the task to communicate status and issues. This reporting is managed within the Site Transformation Process via a PMO Claimant Status Meeting. This is held weekly and includes the Customer, EDS and PMO. This meeting provides each customer or customer representative the opportunity to communicate to the PMO their current status, and any issues that are or could impede their ability to meet the appropriate milestones. Specific metrics are gathered from each site to facilitate status reporting. Some of the key metrics are: the total number of seats currently rolled versus the planned amount; the total number of seats cutover this week versus the planned amount; and the number of seats in quarantine. Each CPM is asked to provide information on any new issues for their claimancy, and a list of all current issues with the most important three issues for the claimancy listed at the top. The EDS representative is available to provide pertinent information or to raise any new issues relating to EDS functions. The PMO evaluates all issues presented in this meeting and groups those common issues into enterprise level issues that need to be addressed. All issues, whether Enterprise or Site Specific, are entered into an issue tracking tool for follow-up. Each week all issues are reviewed in a separate meeting for a status update and this information is entered into the database. In addition, the PMO gathers the top three issues for each claimant and prioritizes them into the top Enterprise Issues to be briefed to the Director of NMCI. Issues with a higher criticality will follow the same escalation path but will be communicated immediately with daily follow-up until resolved.

Only the Director of NMCI, Navy PM, or Procurement Contract Officer (PCO) can stop, pause or slow down the NMCI rollout. The site should not impede the progress of cutover unless it can be shown that it would prevent the performance of the site mission. If the site customer determines that a unilateral cutover decision is required, executes that decision, and later it is

determined that the impact was not mission preventing, the site may be liable for the financial costs of that decision.

Below is a slide depicting the Issue Escalation/Adjudication Process.



2.5 LESSONS LEARNED

As early adopter claimants and sites have progressed through the Site Transformation Process, issues have arisen, been evaluated and resolved. Resolved issues have brought about NMCI Enterprise Policy changes, as well as Lessons Learned, so that subsequent claimants and sites do not encounter the same issues. These established Enterprise Policies should be used and the lessons learned heeded, so that the Site Transformation can be the most successful.

General site transformation lessons learned are listed below. Phase specific lessons learned will be listed in the individual phase sections. Appendix B contains Naval Message 24183Z Dec 02 SUBJ: Navy NMCI Lessons Learned. In addition, all Lessons Learned will be posted on the NMCI Website at:

http://www.nmci.navy.mil/Primary_Areas/Transition_to_NMCI/Secured/Secured_Lessons_Learned/Lessons_Learned_Main_Page28JAN03

Users may read and comment on posted Lessons Learned. New Lessons Learned may also be submitted to this site.

1. Echelon II and Site Commander leadership, commitment and dedication to an efficient and timely transition to NMCI are absolutely critical. As the individual user begins to see their leadership actively working to insure the success of the NMCI transformation, then they too will follow suit and take the steps necessary to insure a smooth transition.

2. Not only must the claimant follow established NMCI processes and procedures (as found in this document or the more detailed information located at the links given) they must establish claimant processes and procedures that will be followed for all sites within their Claimancy. This allows their sites to address claimant specific issues in a uniform manner. Establishing and following NMCI and claimant policies and procedures increase the productivity of all staff because there will not be multiple people assessing and resolving the same issues every time they occur.

3. Start early. This cannot be emphasized enough. Do not pause or wait for anyone. Escalate issues immediately, solve problems, and communicate the lessons learned to others.

4. Develop Claimant Enterprise Standards for architecture and applications. Standard hardware and software configurations should be used for groups of personnel performing like job functions. Application profiles, such as Financial, Logistics, Recruiter, and Squadron, have also proven to be very effective and provide great benefits to a successful transition. Application profiles make workstations easier to produce and maintain.

5. Education is the primary responsibility of the Commanding Officers (COs) and CIOs from the Echelon II down to the individual sites. Educate users early and often. This helps manage their expectations and goals for the NMCI transition. Ensure that the user understands the benefits to the DoN Enterprise of increased security, standardization, reduced applications and decreased cost. These translate to savings that can be passed on to the War Fighter. Establishing this vision with the user is critical to obtaining their support. The user should understand that all users may not see a direct benefit, but the Navy Enterprise will.

3 PHASE 1: PRE-CUTOVER

3.1 OVERVIEW

The Pre-Cutover Phase encompasses everything that must happen for a site to begin to cutover seats to NMCI. Once the site is selected for transition and the site issues a Task Order, a great deal of data gathering and planning must take place. The site must identify their needs for EDS through such means as a Preliminary Site Questionnaire (PSQ), and the development of a Rationalized Application List, among other tasks. The PMO Visit Team will arrive at approximately 180 days to deliver an "In-Brief" and to assist the site with the necessary activities. Depending on the size of the site and the volume of applications to be rationalized, the site visit may need to be scheduled sooner. The PMO Visit Team will return at approximately 90 days to assess the site progress. A "Report Card" will be filled out on those items that must be completed by that time, and any failures will be escalated through the appropriate chain of command.

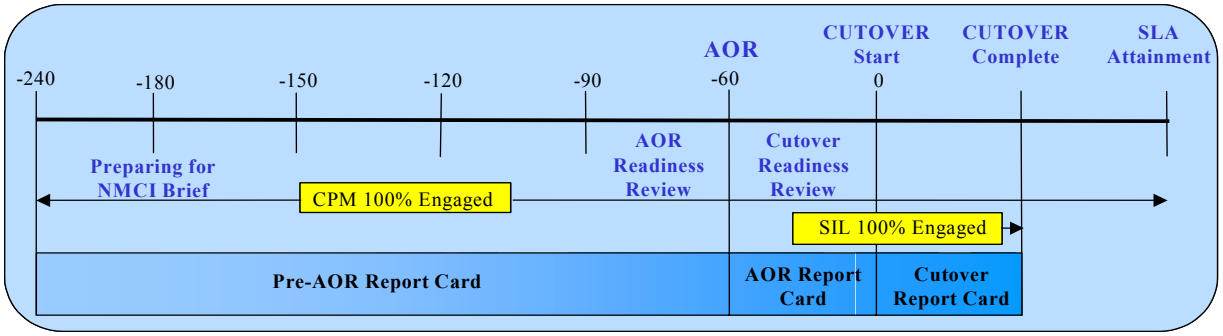
After the initial data gathering is completed, preparations begin for the transfer of civilian personnel, computer equipment and operational responsibility for providing support and services from the government to the contractor. The level of activity requires involvement of all support personnel, government and contractor, while EDS begins to furnish, install, and test the site infrastructure. Attention to detail and completion of all required tasks will enhance the transition, and eliminate interruptions in the normal work routine at the site.

During this time, EDS will start and complete the build out of the new NMCI environment. This involves furnishing new equipment and devices; installing and re-configuring the network infrastructure, domain and directory services, messaging/file/printer/database servers, user and group profiles; information assurance and security; application load; workstation build; network and systems management services; and system integration/interfaces.

In parallel, the government provides all the support needed by EDS engineers while working on the build out of the NMCI enterprise system. The government participates in the functional testing, system testing, application testing, and data conversion migration. All of these tasks must be completed in order to finalize implementation and cutover plans.

3.2 TIMELINE

Below is the phase timeline that shows the phases and the Level 1, 2 and 3 Critical Milestones.



3.3 DUTIES AND RESPONSIBILITIES

The teams' roles and responsibilities with expected deliverables are enumerated in the following table. These responsibilities and deliverables are taken from the Joint NMCI Transition Checklist, agreed upon by the PMO (with concurrence by the USN and USMC) and EDS. The Joint NMCI Transition Checklist is posted on the web at:

http://www.nmci.navy.mil/bin/d/w/NMCI%20Joint%20Transition%20Checklist.xls

Joint meetings and key milestones will be listed together in an initial group, while the subsequent sections list the responsibilities for each individual group. Deliverables are only listed for the group(s) responsible for that action, even if other groups receive the deliverable as informational output.

Phase 1: Pre-Cutover		
ROLES in PHASE 1	***RESPONSIBILITIES in PHASE 1***	***DELIVERABLES for PHASE 1***
Site Claimant (Customer)/ PMO/EDS	**Conduct joint PMO and EDS In-Briefs.**	**In-Brief**
	Conduct AOR Readiness Review.	**Updated Joint NMCI Transition Check list**
	AOR Begins.	
	Conduct Cutover Readiness Review.	**Updated Joint NMCI Transition Check list**
	NMCI cutover begins (production).	
Site Claimant (Gov Customer)	**Customer and EDS reach agreement on facilities for warehouse, administration, server farm, Main Distribution Frames (MDF) 3.4 (1)**	**Facility Turnover to EDS**
	Customer and EDS reach agreement on facilities for Intermediate Distribution Frames (IDF) 3.4 (1)	**Facility Turnover to EDS**
	Identify Government Furnished Equipment (GFE) Type-1COMSEC requirements from EDS	
	Survey, design and order long haul circuits to support NMCI requirements.	
	Protected Distribution System (PDS) design	
	Provide Building-to-Seat map to EDS	**Building-to-Seat Map**
	Identify transition team	
	EDS Site Manager assigned	
	Deliver the completed Preliminary Site Questionnaire (PSQ) to EDS' SM 3.4 (2)	**PSQ**
	Conduct site surveys for BAN/LAN and IA	
	Provide EDS with existing operational procedures, processes, SOP and contingency plans, and Disaster Recovery plans 3.4 (5)	**"As Is " Documentation**

Phase 1: Pre-Cutover		
ROLES in PHASE 1	*RESPONSIBILITIES in PHASE 1*	*DELIVERABLES for PHASE 1*
	Provide copies of all leases by site that affect NMCI	Copies of all leases
	Provide existing Certification and Accreditation (C&A) documentation to include: -System Security Authorization Agreement (SSAA) -Risk Assessments -Vulnerability Assessments -Risk Mitigation Plans -Security Concept of Operations (CONOPS)	C&A Documentation
	Using local HR support personnel, determine need for VSIP Authority and request to Claimant/Command. Impacted employees are to be notified of status prior to EDS meetings	VSIP Authority
	Using local HR support personnel, determine need for VERA authority and request to ASN (M&RA) via Claimant/Command. Impacted employees are to be notified of status prior to any EDS meetings	VERA Authority
	Verify final Rationalized Application List in the EDS Tools Database. Refer to LATG The initial list should have been completed by 1 Dec 02, per 301245Z SEP 02 CNO N6N7 SUBJ: NMCI LEGACY APPLICATIONS TRANSITION PROCESS 3.4 (6)	Rationalized List of all applications
	Using local HR support personnel, identify government employees who will be eligible for NMCI employment and provide to PEO-IT/Director NMCI using template spreadsheet	List of government employees eligible for NMCI Employment
	EDS HR coordinate with site and local HR to establish date(s) for impacted employee meetings	
	75% of identified applications (COTS & GOTS) have been delivered to the EDS Site Manager, and accepted for review	Applications
	Develop the Cultural Change Management Communications Plan	
	Complete and sign Site Concurrence Memorandum (SCM)	Completed SCM
	Identify Navy/Marine Corps White Pages POC(s). Forward POC name to White Pages Management @ hazel.wallace@nmci-isf.com	Navy/Marine Corp White Pages POC
	Termination/modification actions to existing contracts in accordance with EDS recommendations using AOR as the effective date	
	Conduct AOR Readiness Review	

Phase 1: Pre-Cutover		
ROLES in PHASE 1	*RESPONSIBILITIES in PHASE 1*	*DELIVERABLES for PHASE 1*
	EDS deliver Site Transition Plan, including the Disaster Recovery Plan, to the site	
	Complete Critical Design Review (CDR) and Customer Design Brief (CDB)	Meeting Schedule
	Provide EDS a Copy of Interim Authority to Operate / Authority to Operate (IATO / ATO) for existing network(s)	
	Complete the validation and delivery of Type-1 GFE COMSEC	GFE
	Provide final UTAM/UTCM/UTPM matching task order to EDS. (USMC: Ensure only applications on the Marine Corps Baseline List are submitted)	UTAM, UTCM & UTPM
	100% of identified applications (COTS & GOTS) must be delivered to the EDS Site Manager and accepted. Applications not submitted by this deadline will not transition to NMCI at the scheduled cutover date 3.4 (8)	
	Transfer NMCI assets to EDS via DD1149	
	Map users to group shares, identify and order CLIN 16 requirements	Group Share Mapping & CLIN 16 Requirements
	Complete server and messaging validation; Server and Mail migration Plan of Action & Milestones (POA&M) review has been conducted and documented issues are resolved with customer	
	Task Order Awarded	Final Order
	Verify Site Warehouse Operational	
	Transport Boundary (TB)/cTB & B2 is installed. ST&E scan complete and package submitted to SPAWAR PMW 161	
	Verify Server Farm infrastructure equipment delivered	
	BAN/LAN Infrastructure equipment delivered	Final Phased Cutover Plan
	Obtain Temporary unclassified TB (uTB) IATO. Ready to begin LADRA testing	Signed Printer Deployment Plan
	IA Infrastructure Build-Out (To Include Open Secret Storage (OSS), Controlled Access Areas (CAA), Protected Distribution System (PDS))	
	Obtain classified TB (cTB) IATO/IATC	
	Obtain access badges for EDS personnel 3.4 (9)	Access Badges
	Establish Customer Cutover Transition Team	
	Demonstrate reach back solution established for NMCI users to their legacy networks	
	Demonstrate connectivity to the NOC	

Phase 1: Pre-Cutover		
ROLES in PHASE 1	*RESPONSIBILITIES in PHASE 1*	*DELIVERABLES for PHASE 1*
	unclassified Server Farm (uSF) installed. ST&E scan complete and package submitted to SPAWAR PMW 161	
	Obtain Temporary uSF IATO	
	Finalize detailed, phased Cutover Plan	Finalized Phased Cutover Plan
	Produce signed Printer Deployment Plan	Signed Printer Deployment Plan
	Base Infrastructure Operational (BIO) complete	
	Demonstrate Server Farm operational	
	Conduct Cutover Readiness Review	
	classified Server Farm (cSF) installed. ST&E scan (EDS & Govt) complete and package submitted to SPAWAR PMW 161	
	Begin Legacy Data Migration	
	LADRA Testing Complete. Refer to Legacy Applications Transition Guide (LATG) 3.4 (11)	
	Establish Quarantine Plan 3.4 (13)	Quarantine Plan
	Obtain Full IATO for uSF so unclassified seats can roll 3.4 (14)	
	Obtain Full IATO for cSF so classified seats can roll 3.4 (14)	
	Ready/Set/Go Process implemented	
	PKI Certification	
	Conduct NMCI User Training 3.4 (15)	
	Remove non-NMCI, non-quarantined legacy seats. These legacy seats should be removed within 48 hours after Cutover	
	RAS Training Available	
PMO	Customer and EDS reach agreement on facilities for warehouse, administration, server farm, Main Distribution Frames (MDF) 3.4 (1)	
	Customer and EDS reach agreement on facilities for Intermediate Distribution Frames (IDF) 3.4 (1)	
	Survey, design and order long haul circuits to support NMCI requirements. 3.4 (3)	Long haul circuits ordered
	Identify Government Furnished Equipment (GFE) Type-1COMSEC requirements from EDS	GFE
	Protected Distribution System (PDS) design	PDS Design
	EDS Site Manager assigned	
	Identify transition team	

Phase 1: Pre-Cutover		
ROLES in PHASE 1	*RESPONSIBILITIES in PHASE 1*	*DELIVERABLES for PHASE 1*
	Deliver the completed Preliminary Site Questionnaire (PSQ) to the EDS SM	
	Using local HR support personnel, determine need for VSIP Authority and request to Claimant/Command. Impacted employees are to be notified of status prior to EDS meetings	
	Using local HR support personnel, determine need for VERA authority and request to ASN (M&RA) via Claimant/Command. Impacted employees are to be notified of status prior to any EDS meetings	
	Verify final Rationalized Application List in the EDS Tools Database. Refer to LATG The initial list should have been completed by 1 Dec 02, per 301245Z SEP 02 CNO N6N7 SUBJ: NMCI LEGACY APPLICATIONS TRANSITION PROCESS 3.4 (6)	
	Using local HR support personnel, identify government employees who will be eligible for NMCI employment and provide to PEO-IT/Director NMCI using template spreadsheet	
	75% of identified applications (COTS & GOTS) have been delivered to the EDS Site Manager, and accepted for review	
	Complete and sign Site Concurrence Memorandum (SCM)	
	Conduct AOR Readiness Review	Readiness Review
	EDS deliver Site Transition Plan, including the Disaster Recovery Plan, to the site	
	Complete Critical Design Review (CDR) and Customer Design Brief (CDB)	
	Provide EDS a Copy of Interim Authority to Operate / Authority to Operate (IATO / ATO) for existing network(s)	USMC Deliverable Only
	Complete the validation and delivery of Type-1 GFE COMSEC	GFE
	Task Order Awarded	Task Order
	PEO-IT/Director NMCI Office forwards approved impacted employee list to EDS HR	Impacted Employee List
	Provide final UTAM/UTCM/UTPM matching task order to EDS. (USMC: Ensure only applications on the Marine Corps Baseline List are submitted)	
	Verify Site Warehouse Operational	
	AOR Begins	

Phase 1: Pre-Cutover		
ROLES in PHASE 1	***RESPONSIBILITIES in PHASE 1***	***DELIVERABLES for PHASE 1***
	100% of identified applications (COTS & GOTS) must be delivered to the EDS Site Manager and accepted. Applications not submitted by this deadline will not transition to NMCI at the scheduled cutover date 3.4 (8)	
	Transport Boundary (TB)/cTB & B2 is installed. ST&E scan complete and package submitted to SPAWAR PMW 161	
	Obtain Temporary unclassified TB (uTB) IATO. Ready to begin LADRA testing	**IATO**
	Obtain classified TB (cTB) IATO/IATC	**IATO/IATC**
	Obtain access badges for EDS personnel	**Access Badges**
	unclassified Server Farm (uSF) installed. ST&E scan complete and package submitted to SPAWAR PMW 161	
	Obtain Temporary uSF IATO	**uSF IATO**
	Finalize detailed, phased Cutover Plan	
	Demonstrate Server Farm operational	
	Conduct Cutover Readiness Review	**Readiness Review**
	classified Server Farm (cSF) installed. ST&E scan (EDS & Govt) complete and package submitted to SPAWAR PMW 161	
	LADRA Testing Complete. Refer to Legacy Applications Transition Guide (LATG) 3.4 (11)	
	Establish Quarantine Plan 3.4 (13)	
	Obtain Full IATO for uSF so unclassified seats can roll 3.4 (14)	**Full IATO**
	Obtain Full IATO for cSF so classified seats can roll 3.4 (14)	**Full IATO**
	Remove non-NMCI, non-quarantined legacy seats. These legacy seats should be removed within 48 hours after Cutover	
[redacted]		
EDS	**Customer and EDS reach agreement on facilities for warehouse, administration, server farm, Main Distribution Frames (MDF) 3.4 (1)**	
	Customer and EDS reach agreement on facilities for Intermediate Distribution Frames (IDF) 3.4 (1)	
	Survey, design and order long haul circuits to support NMCI requirements. 3.4 (3)	
	Identify Government Furnished Equipment (GFE) Type-1COMSEC requirements from the EDS	**List of GFE COMSEC**

Phase 1: Pre-Cutover		
ROLES in PHASE 1	*RESPONSIBILITIES in PHASE 1*	*DELIVERABLES for PHASE 1*
	Protected Distribution System (PDS) design	PDS Design
	EDS Site Manager assigned	
	Provide Building-to-Seat map to EDS	
	Deliver the completed Preliminary Site Questionnaire (PSQ) to the EDS SM	PSQ
	Conduct site surveys for BAN/LAN and IA	Site Survey for BAN/LAN & IA
	Using local HR support personnel, determine need for VSIP Authority and request to Claimant/Command. Impacted employees are to be notified of status prior to EDS meetings	
	Using local HR support personnel, determine need for VERA authority and request to ASN (M&RA) via Claimant/Command. Impacted employees are to be notified of status prior to any EDS meetings	
	Provide EDS with existing operational procedures, processes, SOP and contingency plans, and Disaster Recovery plans	
	Provide copies of all leases by site that affect NMCI	Site Transition Plan Disaster Recovery Plan
	Provide existing Certification and Accreditation (C&A) documentation to include: -System Security Authorization Agreement (SSAA) -Risk Assessments -Vulnerability Assessments -Risk Mitigation Plans -Security Concept of Operations (CONOPS)	
	Assign Remote Site Transition Manager to small & remote sites	
	Verify final Rationalized Application List in the EDS Tools Database. Refer to LATG The initial list should have been completed by 1 Dec 02, per 301245Z SEP 02 CNO N6N7 SUBJ: NMCI LEGACY APPLICATIONS TRANSITION PROCESS 3.4 (6)	GFE
	Develop the Cultural Change Management Communications Plan	Cultural Change Management Communications Plan
	EDS HR coordinate with site and local HR to establish date(s) for impacted employee meetings	Dates established for meetings
	75% of identified applications (COTS & GOTS) have been delivered to the EDS Site Manager, and accepted for review	
	Complete and sign Site Concurrence Memorandum (SCM)	SCM

Phase 1: Pre-Cutover		
ROLES in PHASE 1	*RESPONSIBILITIES in PHASE 1*	*DELIVERABLES for PHASE 1*
	Identify Navy/Marine Corps White Pages POC(s). Forward POC name to White Pages Management @ hazel.wallace@nmci-isf.com	
	EDS deliver Site Transition Plan, including the Disaster Recovery Plan, to the site 3.4 (5)	
	Complete Critical Design Review (CDR) and Customer Design Brief (CDB)	CDR & CDB
	Provide EDS a Copy of Interim Authority to Operate / Authority to Operate (IATO / ATO) for existing network(s)	
	Transfer NMCI assets to EDS via DD1149	DD1149
	Complete the validation and delivery of Type-1 GFE COMSEC	GFE
	Verify Site Warehouse Operational	
	Complete server and messaging validation; Server and Mail migration Plan of Action & Milestones (POA&M) review has been conducted and documented issues are resolved with customer	POA &M
	Task Order Awarded	
	PEO-IT/Director NMCI Office forwards approved impacted employee list to EDS HR	
	Provide final UTAM/UTCM/UTPM matching task order to EDS. (USMC: Ensure only applications on the Marine Corps Baseline List are submitted)	
	100% of identified applications (COTS & GOTS) must be delivered to the EDS Site Manager and accepted. Applications not submitted by this deadline will not transition to NMCI at the scheduled cutover date 3.4(8)	
	Map users to group shares, identify and order CLIN 16 requirements	
	Transport Boundary (TB)/cTB & B2 is installed. ST&E scan complete and package submitted to SPAWAR PMW 161	
	Verify Server Farm infrastructure equipment delivered	
	BAN/LAN Infrastructure equipment delivered	
	Obtain Temporary unclassified TB (uTB) IATO. Ready to begin LADRA testing	
	IA Infrastructure Build-Out (To Include Open Secret Storage (OSS), Controlled Access Areas (CAA), Protected Distribution System (PDS))	
	Obtain classified TB (cTB) IATO/IATC	
	Obtain access badges for EDS personnel	Access Badges

Phase 1: Pre-Cutover		
ROLES in PHASE 1	***RESPONSIBILITIES in PHASE 1***	***DELIVERABLES for PHASE 1***
	Demonstrate reach back solution established for NMCI users to their legacy networks	
	Demonstrate connectivity to the NOC	
	Establish Customer Cutover Transition Team	
	unclassified Server Farm (uSF) installed. ST&E scan complete and package submitted to SPAWAR PMW 161	
	Obtain Temporary uSF IATO	
	Finalize detailed, phased Cutover Plan	**Cutover Plan**
	Demonstrate Server Farm operational	
	Base Infrastructure Operational (BIO) complete	
	Produce signed Printer Deployment Plan	
	Conduct Cutover Readiness Review	
	classified Server Farm (cSF) installed. ST&E scan (EDS & Govt) complete and package submitted to SPAWAR PMW 161	
	Begin Legacy Data Migration	
	LADRA Testing Complete. Refer to Legacy Applications Transition Guide (LATG)	
	Establish Quarantine Plan	
	Obtain Full IATO for uSF so unclassified seats can roll	
	Obtain Full IATO for cSF so classified seats can roll	
	Ready/Set/Go Process implemented	
	Remove non-NMCI, non-quarantined legacy seats. These legacy seats should be removed within 48 hours after Cutover	
	PKI Certification	**PKI Certification**
	RAS Training Available	
	Conduct NMCI User Training	

3.4 DETAILED INFORMATION

1. Identification and acceptance of GFF to include permanent/temporary warehouse/storage & administrative workspace. See GFF space requirement cited in PEO IT messages and the EDS' Facilities Handbook available on-line at http://www.efdsw.navfac.navy.mil/05/05I/NMCI.htm

2. Deliver the completed PSQ to EDS. The Site Visit Team will review this form with the site during the PMO visit at 180 days, and will identify the issues for the site to resolve. The PSQ may be downloaded from: http://www.eds.com/nmci/transition.htm

3. Survey, design, and order long haul circuits to support NMCI requirements with an installation date no earlier than AOR and no later then required to support NMCI service set rollouts.

4. Complete and sign SCM, including identification of site assets to be transferred to EDS. The SCM establishes government and EDS responsibilities for modification of facilities and other NMCI support infrastructures. Draft, review, and provide concurrence as necessary to determine the agreed upon AOR date.

5. EDS to deliver Site Transition Plan to the site. This plan should include a Disaster Recovery Plan that describes how the site servers and their information will be protected in the case of a catastrophic failure.

6. Verify final Rationalized Application List in the EDS Tools Database. This list is used to identify only those desktop and server based applications required to support Command and/or DoN missions and goals for transition to NMCI. The initial list should have been completed by 1 Dec 02, per 301245Z SEP 02 CNO N6N7 SUBJ: NMCI LEGACY APPLICATIONS TRANSITION PROCESS, but MUST be verified by 120 days prior to cutover. It will become the FINAL list at this time. Also, separately provided common business rules and the PSQs should be completed prior to this time.

7. Deliver the completed Rationalized List of all COTS and GOTS applications that will be required to operate on NMCI. Based on 301245Z SEP 02 CNO N6N7 SUBJ: NMCI LEGACY APPLICATIONS TRANSITION PROCESS this should have been done by 1 Dec 02. Insure at least 50% of all GOTS applications have been delivered to and accepted for review by the EDS certification laboratory.

8. All remaining identified applications (COTS & GOTS) must be delivered to the EDS certification laboratory and accepted. Applications not submitted by this deadline will not transition to NMCI at the scheduled cutover date.

9. Obtain access badges for EDS personnel. Co-ordinate with EDS to provide necessary paperwork and authorization for access for each member of the EDS team.

10. Produce signed, Printer Deployment Plan. This states where printers will be located. Customers may upgrade or select other printers.

11. EDS certification of GOTS/COTS applications, also known as Legacy Applications Deployment Readiness Activity (LADRA) complete. This step includes testing of legacy applications, which is a CRITICAL activity. A legacy application is any application in use today at a site by people performing the mission or business of the DoN, which is not a part of the standard NMCI applications also known as the "Gold Disk". If a legacy application fails LADRA testing, it will become quarantined and cannot be utilized on the NMCI System. Each failed application should be dealt with in the Quarantine Plan, which is discussed in a later item.

    Before LADRA Testing even begins at the site, the site should develop a list of legacy applications and equipment, along with the users and activities impacted by those items. This list should be used to prioritize the LADRA testing, so that those applications utilized by the most users or with the highest criticality will be tested first. If the application must be quarantined, the risk mitigation plan should be started immediately.

    As LADRA testing progresses, the site can refer to their list of legacy applications and users to begin to determine the effects of quarantining those applications that fail testing.

The site will need to weigh the impact of not having the application available for use, against the cost of taking those steps needed to allow the application or its equivalent to be used on the NMCI system. If it is deemed that the application is necessary, then the site should determine whether to upgrade to a newer version (COTS) that does pass LADRA Testing, pay to have the application (GOTS) upgraded so that it can pass testing, or purchase another equivalent application to replace the existing one.

The details to the legacy application process are provided in the LATG, which is available at http://www.nmci-isf.com/legacy_applications_transition_guide.pdf.

12. Finalize detailed, phased, Cutover Plan. This gives the details on which users cutover on each day.

13. Develop the Quarantine Plan. The Quarantine Plan is a CRITICAL item. It is at this stage that the site determines how to handle those applications that fail legacy application testing. The Quarantine Plan is essential to minimize the number of unauthorized "Dual Desktop" situations. An NMCI user may NOT keep a legacy workstation at their desk unless it is included in the Quarantine Plan.

    The quarantine workstation solution will be used when there is no other immediate method of NMCI certification and/or accreditation solution for a legacy application. Some reasons for quarantining workstations include:

    - There is a high security risk using the legacy application.
    - The legacy application is not Windows 2000 compliant.
    - The legacy application corrupts the NMCI operating system or core applications.
    - The legacy application requires an operating system other than Windows 2000.

    The quarantined workstation is a temporary solution. It is designed to provide an opportunity for more time to develop a final resolution or to make the decision to sunset a legacy application. If a temporary quarantine solution is made, the legacy application will use this solution for no more than nine (9) months. In addition, the Echelon II command must present a Plan of Action and Milestones (POA&M) for a final solution for this legacy application within the initial three (3) months of the beginning of the use of this quarantine solution. This time frame was determined based upon Vice Admiral Mayo's All Navy message of 25 February 2002. In his message, Vice Admiral Mayo ordered that the NMCI DAA limit the IATO for Category 4 applications to this same nine (9) month time frame and a POA&M by the Echelon II within the initial three (3) months (section 3.D.). Should the NMCI DAA grant an extension to the IATO beyond the nine (9) month period, the cost of continuing the availability of this legacy application is to be borne by the site.

    The final Quarantine Solution can only be one of three options:

    - If it is a GOTS product, it must be altered to work in NMCI. This will require the Central Design Authority (CDA) to make the necessary changes. The site must work with the CDA to develop a plan to achieve this. Please refer to the LATG, http://ww.nmci-isf.com/transition.htm, for further information.
    - If it is a COTS product, the site can purchase the appropriate update.

- The only other solution is to "Sunset" the application and quit using it.

The following formulae will be used to determine how the quarantine workstation plan will be implemented:

- If the legacy application is used less than one (1) hour per day per user, there will be one (1) desktop workstation used to provide access for every seven (7) users (not including allowances for geographic considerations).

- If the legacy application is used more than one (1) hour and less than three (3) hours per day per user, EDS and the site will negotiate how the kiosk plan will be implemented (multiple users per workstation, dual desktop workstations, or a combination of these solutions). If an agreement cannot be reached between EDS and the site, this negotiation will escalate to the Echelon II command.

- If the legacy application is used more than three (3) hours per day per user, dual desktop workstations will be provided.

Workstation operation parameters are as follows:

- Only applications approved for each specific Program Directorate (PD)/Program Management Warfare (PMW)/Code will reside on the quarantine workstation.

- Email will be disabled on all quarantine workstations.

- Files created on quarantine workstations that need to be distributed via email can be emailed by the following means:

  - Copy file to Floppy, Zip or CDRW (only if quarantine workstation has one existing) and transfer to user's NMCI workstation.

  - Copy files to the Code / PMW shared on the network. Access the file via the NMCI Workstation to attach to email.

- "Short Term" applications are those, which are presently in the NMCI testing process, and once completed, will be delivered to the NMCI seat. Applications that are identified as "Short-Term" will be removed from the quarantine workstations upon certification, approval and delivery to the NMCI workstation.

- "Long Term" applications are applications that do not meet NMCI security or operating systems requirements and will never be migrated to NMCI seats. Applications that are identified as "Long-Term" will remain on the quarantine workstations until the application is terminated by the government, or replaced with an approved application that meets NMCI requirements.

Refer to the LATG, http://www.nmci-isf.com/transition.htm, for further information.

14. The PMO gathers the requisite information to obtain an IATO/ATO for connection to existing networks, and gives this information to NETWARCOM who issues the IATO/ATO.

15. Conduct NMCI User Training. This goes beyond making EDS' training module available on the desktop at every seat, to actually conducting training of the users. This should include NMCI overall, Global Address List (GAL), and any new software or hardware the user will have.

3.5 LESSONS LEARNED

Lessons learned from early adopter claimants and sites have progressed through this phase are summarized below and should be utilized to minimize risk to future NMCI deployment.

1. Long haul circuits must be ordered from Defense Information Systems Agency (DISA), and a long lead-time should be given.
2. Outlook Public Folders are not addressed in NMCI contract. When available, order the CLIN for migration of Public Folders.
3. Lead-times to date are longer under NMCI to setup workstations for new users.
4. Write formalized processes and flowcharts for order/delivery of NMCI seat account/hardware and legacy peripherals. Write the processes in advance of NMCI transition.
5. Users did not have complete information before the transition to NMCI. Provide users with accurate and timely information to prepare them for the upcoming NMCI site deployment. Schedule a Town Hall meeting no later than one week prior to the start of NMCI site deployments.
6. All electrical lines and capacities should be identified during the GFE and GFF submission, so that adequate computer and network infrastructure can be coordinated prior to cutover.
7. The SCM should cover contingency policies and procedures.
8. The legacy applications Rationalized List should be done early, and kept refined and validated.
9. Unverified and unlicensed applications installed should be avoided totally. Likewise, all desktops for EDS' use should be licensed.
10. EDS' Site Transition Plan should cover the contingency policies and procedures.
11. Listing of all assets (computers, printers, network devices) to be transferred to EDS should be physically verified and checked for completeness and accuracy before the start of AOR.
12. Leverage the existing System Security Authorization Agreement (SSAA) document from legacy infrastructure and apply it to NSCAP in the post transition phases of Legacy Systems Transition.
13. Keep government employees informed of overall progress and management intent prior to EDS meetings.

14. The list of government contractors with active contracts to provide IT support prior to AOR should be complete and validated for accuracy.
15. Keep impacted employees informed of the progress and intention of the NMCI employment eligibility. Refer to the EDS website at http://www.nmci-isf.com/transition.htm#Employee for further information.
16. EDS process for GAL setup did not include requirements for display of Military Rank, Foreign Nationals, or contractors. Ensure that the CTR does a manual review of the GAL inputs to update the user listings with correct information.
17. Contact EDS for the current process or workaround to migrate entire e-mail address books, i.e. "All claimancy employees".
18. Verify GFE Information Assurance Communications Security Equipment received. GFE is government owned equipment that is temporarily loaned to the EDS to support their mission for the duration of the NMCI Contract. The only requirement for GFE is for the Marine Corps to provide crypto assets for the EDS to carry out their mission. These assets primarily include Type 1 Encryption devices and classified keying material. Crypto assets issued to EDS personnel are to be verified.

4 PHASE 2: CUTOVER

4.1 OVERVIEW

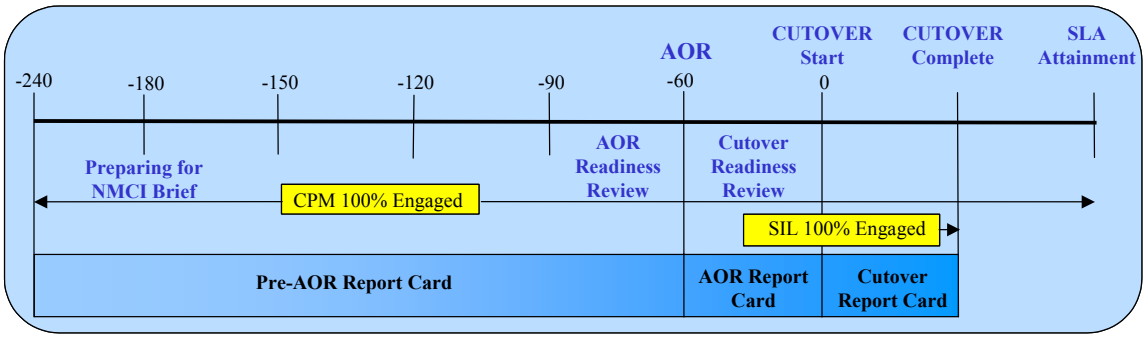
The start of Cutover is the final major milestone in the NMCI deployment process. It is that date when the Site Rollout Leadership Team; i.e. Project Management, the Claimant, and EDS initiate the deployment of NMCI seats and services on site. Cutover indicates the first NMCI ordered seat is installed on site and continues until the full task order is done, completing the cutover process. This process may take 30 to 60 days, depending on the number of seats, and the number of staff cutting over those seats. The task order is not considered complete until the government verifies that everything has been accomplished. This indicates the complete NMCI environment is operating fully in support of ordered seats, SLAs, and Help Desk support. After that time EDS' IT support operation takes over the complete operation, and the government moves into the Operations phase where the CLIN items are verified and validated.

The Cutover phase begins on a planned date, established in an overall schedule. However, those tasks in the Joint NMCI Transition Checklist should be completed before the site proceeds into this phase. A Cutover Readiness Review is held approximately 14 days prior to the planned Cutover Date to insure that all critical tasks have been completed. If these tasks are not completed, the site will not be able to enter the Cutover Phase. The following are those sixteen (16) critical tasks:

1. ISF Site Manager assigned
2. Deliver the completed Preliminary Site Questionnaire (PSQ) to the ISF SM
3. Provide copies of all leases by site that affect NMCI
4. Govt and ISF should arrange for equipment lease termination by 60 days after AOR begins (AOR +60)
5. Using local HR support personnel, identify government employees who will be eligible for NMCI employment and provide to PEO-IT/Director NMCI using template spreadsheet
6. ISF HR coordinate with site and local HR to establish date(s) for impacted employee meetings
7. Complete and sign Site Concurrence Memorandum (SCM)
8. Termination/modification actions to existing contracts in accordance with ISF recommendations using AOR as the effective date
9. Task Order Awarded
10. Provide final UTAM/UTCM/UTPM
11. Cutover Plan — Detailed and Phased
12. Base Infrastructure Operational (BIO) Complete
13. Establish Quarantine Plan
14. LADRA Testing Complete
15. Obtain Full IATO for unclassified server farm
16. Obtain Full IATO for classified server farm

4.2 TIMELINE

Following is the phase timeline that shows the phases and the Level 1, 2 and 3 Critical Milestones.

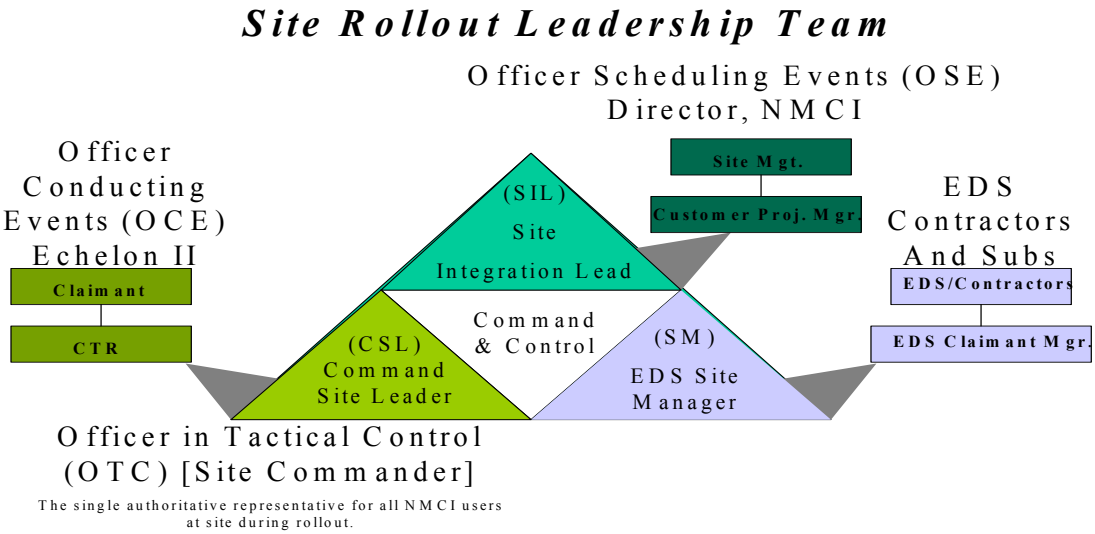


4.3 DUTIES AND RESPONSIBILITIES

A partnership of three teams, each having its own scope of responsibility, directly executes the rollout on-site. The SIL reports to the CPM. The SIL and the CPM are both members of the Site Management Division of the NMCI Navy PMO. This group is responsible for scheduling events for PMO activities.

The Command Site Leader (CLS) reports to the CTR of the site claimant under the supervision of the Echelon II. This group is responsible for conducting the events at the site while the Officer in Tactical Control serves as the Site Commander and represents the single authority for the site users during the rollout.

The EDS CM assigns the EDS SM on-site from EDS and/or other contractors who take care of the technical aspects of the rollout. The following diagram depicts their relationships.



The team's roles and responsibilities with expected deliverables are enumerated in the following table. Joint meetings and key milestones will be listed together in an initial group.

Phase 2: Cutover		
ROLES in PHASE 2	***RESPONSIBILITIES in PHASE 2***	***DELIVERABLES for PHASE 2***
Site Claimant (Customer)/ PMO/EDS	**Emergency Response Plan, Command Center Plan, Disaster Recovery Plan and Business Resumption Plan**	**Live Backup**
Site Claimant (Customer)	**Coordinate with Site Information Systems Security Manager** **4.4 (5)**	**Plan for Classified data transition**
	Verify ALL IATC/IATO process and paperwork completed	**IATC/IATO certificate**
	Government security accreditation of GOTS/COTS applications complete	**GOTS/COTS applications**
	Users will need to fill out the User Asset Information Form (UAIF)	**UAIF**
PMO	**Regular communication with Echelon II command and site NMCI implementation team** **Ensure full knowledge of NMCI contract specifically Pre-AOR and AOR information**	**Effective vertical communication**

Phase 2: Cutover		
ROLES in PHASE 2	***RESPONSIBILITIES in PHASE 2***	***DELIVERABLES for PHASE 2***
	Recording and input of actions into Action Item Tracker System **Managing status of Action Item Tracker System** **Create weekly Action Item Report** **Elevation of major customer concerns impeding ability to cutover on planned date**	**Weekly Action Item Report**
	Meet with RL, SMD and Technical Solutions representatives weekly to brief Action Item Report and discuss latest issues, policies, and solutions	**Understanding of issues and appropriate actions taken**
	Monitoring timely completion of Joint NMCI Transition Checklist	**Completed Joint NMCI Transition Checklist**
	Finalize the Transition Team **4.4 (1)**	**Team Ready for Transition**
	Finalize and confirm availability of required physical resources required by the team for completing team objectives; office space, staging area(s), etc **4.4 (4)**	**Required resources defined and available**
	Act as mediator between customer and EDS deployment team	**Disputes and issues resolved**
	Monitor and report NMCI installation progress: • **Daily input into Joint Reporting System (JRS)** • **Weekly report submitted to CPM** • **Daily monitoring of legacy application data** • **Daily monitoring of planned and actual seat rollout data**	**See Below:** **Daily JRS Input** **CPM Weekly installation status** **Legacy application transition status** **Plan and Actual Seat Analysis**
	Documentation of site's Lessons Learned	**Lessons Learned Document**
	Documentation of enterprise issues needing solutions	**Issues Management Report**
	Documentation of technical solutions • **Daily monitoring of user and EDS availability data**	**Technical Solutions Database** **Availability data reviewed and issues identified**

Phase 2: Cutover		
ROLES in PHASE 2	***RESPONSIBILITIES in PHASE 2***	***DELIVERABLES for PHASE 2***
	• **Daily monitoring of issues impacting rollout of NMCI seats**	**Rollout issues and expected impact to schedule**
	Documentation of process solutions	**Process Solutions Database**
	Prepare program status briefs and communicate directly with PMO, CPM, Assistant Program Manager- Site Management Division, NMCI Program Manager, and NMCI Director's Office **Participation and/or coordination of daily status meetings including Site, EDS and SIL**	**Program Status Briefings**
	SIL will attend weekly PMO/Claimant Status Meeting.	**Understanding of PMO/claimant issues, and program actions status**
	Knowledge of NMCI contract acting as onsite contract resource	**Timely resolution of contract related issues.**
EDS	**Review and finalize the Deployment Plan insuring all required information gathering has been accomplished** **4.4 (6)**	**Deployment ready**
	Ensure completion of design and build-out of required infrastructure to include all drops **4.4 (7)**	**Infrastructure set**
	Verify all equipment and software required for the transition have arrived and is in the staging area or will arrive with sufficient time for testing prior to rollout.	**Equipment to be transitioned**
	Verify CMS support in place	**Security support**
	SM's will write and execute site-specific Business Continuity plans	**Business Continuity plans**
	Ready/Set/Go Process implemented **4.4 (18)**	**Begin installation**
	Begin server data migration **4.4 (23)**	**Equipment deployed**

4.4 DETAILED INFORMATION

The Joint NMCI Transition Checklist identifies specific events leading up to cutover, indicates who is responsible for each event and provides a general time line of when events occur.

Cutover is a very significant milestone. It is in this timeframe that all tasks of all parties from prior phases will be concluded. All verification and validation of the system and other elements of the transition are completed and approved as well.

1. Finalize the Transition Team. Verify and confirm the members who are to be part of the Transition Team. Members will include one Assistant Customer Technical Representative (ACTR) per 200 seats transitioned. The team is responsible for seat deployment and all issues surrounding that activity. They must include a staff/facilitator function for scheduling installations, which will also deal with issues around absentee, user-less deployment and related seat acceptance issues. The team should complete Cutover Readiness Review to verify readiness and/or identify weaknesses for potential areas of special handling.

2. Ensure that all GFE COMSEC have been identified and are available for integration at install.

3. Ensure that the EDS Site Manager, assigned on site, is on-site, available and in-place to manage the deployment task.

4. Ensure the GFF have been accepted. Finalize and confirm availability of required physical resources essential for completing team objectives; office space, staging area(s), etc. The SM works with the Deployment Manager to accomplish the following:

    - Verify that if used at that location, a staging area exists onsite that can be used to unpack new NMCI hardware and configure workstations prior to rollout. The staging area should be large enough to allow deployment teams to configure the required number of workstations simultaneously (minimum of 20), and to accommodate the boxes for these workstations. Staging consists of performing a download to all new NMCI workstations, based on the user's NMCI login ID, and performing all relevant manual configurations, legacy application installation/configuration, and legacy workstation data download. The staging process will also include a final validation procedure.

    - The SM completes the following with the warehouse POC:

        - Determines location of staging area for desktop burn-in (to be used during deployment).

        - Coordinates with warehouse POC and provides desktop rollout plan for new equipment drops and legacy equipment pickups during the deployment process.

        - Verifies that the warehouse has received and will continue to receive the most recent copy of deployment schedule. Inform the warehouse POC and the Logistics Delivery Specialist of any schedule changes. The warehouse will require a Warehouse Pull Sheet for every asset that is removed from the warehouse.

- Ensures that the warehouse will receive details of each day's deployment schedule two (2) days in advance (once deployment of workstations begins): CLIN numbers, location, and drop zone will be contained in the Warehouse Pull Sheet for each hardware item.

- Coordinates sending Warehouse Pull Sheets between Deployment leads and the warehouse.

- Reviews the Disposition process with the warehouse POC. Validates that warehouse has the capability to store all legacy workstations or hard drives from workstations onsite for a specified timeframe, depending on site requirements, as determined by the CTR and site information. (The CTR and the SM will agree upon the timeframe.) Determines whether any user desires to purchase his or her legacy PC and works with the Warehouse Disposition team to ensure PC does not leave warehouse after cleansing of hard drive.

- Locate a room where deployment personnel can work during the migration process. This room should be reserved during deployment and should accommodate five to ten deployment leads. There should be analog lines available for deployment lead dial-out requirements.

5. Coordinate with Site Information Systems Security Manager:

   - Review how and when security personnel should remove classified hard drives or entire CPUs after migration to the new NMCI workstation.

   - Verify how deployment teams will turn over classified CPUs to site security staff.

   - Deployment teams should not take possession of classified legacy workstations after Cutover, unless authorized to do so by the site Security POC.

   - Ensure that all classified workstations to be migrated are tagged as classified.

   - Ensure deployment personnel who handle classified workstations have proper clearances.

   - Determine which drops at the sites belong to the classified network.

   - Review any other security or classified concerns that might apply to the site.

   - Coordinate with the site's Security POC to determine when the Navy's classified materials staff will remove classified hard drives or the classified legacy workstations during the migration process. Generally, the migration team should not take possession of a legacy-classified workstation after migration. Only Security personnel should remove classified legacy equipment from users' desks.

6. Review/finalize the Deployment Plan and insure all required information has been gathered. This information will include the following:

   - User's name

   - Room number and building number

- Floor
- Legacy workstation manufacturer and model
- Legacy workstation serial number
- Legacy workstation J-Tag
- Legacy workstation command barcode number (if available)
- Legacy workstation network card Move Add Change (MAC) address
- List of any "special needs" such as legacy keyboards, monitors, and mice that should not be replaced with new workstation equipment. Also, list any "special needs" that will require special configurations, such as customized display resolution settings.
- List of any new peripherals that will be installed on the new NMCI workstation as ordered CLINs (such as flatbed scanners)
- Whether or not legacy machine is shared. If shared, list additional users and if the new NMCI machine will be shared also.
- Whether or not a workstation is brand new and as such will have no associated legacy workstation J-Tag or validation information (typically found in new buildings or new offices).
- All associated CLIN numbers and descriptions
- Task Order number
- UIC number
- New user login name

7. Ensure completion of design and build-out of required infrastructure to include all drops.

8. Seat counts will be collected by the following criteria:
   - CLINs 1-4: Count as a data seat
   - CLIN 38: Count as a data seat
   - Switchable 9's: Count as 2 data seats
   - Seat cannot be counted until signed off as accepted by the appropriate designated authority. The Seat Acceptance Checklist has been included in Appendix E of this document.
   - SIL's will report the remaining number of legacy seats to be accepted and will include both authorized and unauthorized quarantine seats.

9. Identify CLIN 16 requirements. This requirement pertains to "Additional Shared File Services" and must be verified per user and per system level. This ensures enough available capacity for users to store their email, calendar, personal folders and network shared folders. Every NMCI user receives 700/200/100 MB (Private, Public, Shared). Storage requirements

beyond this capacity must be ordered from the CLIN 16 Catalog. http://www.nmci-isf.com/clin016.htm

10. EDS should verify that all required equipment and software have arrived and are in the staging area. Equipment and software should arrive with sufficient time for testing prior to rollout.

11. Verify IA (GFE & COMSEC) received.

12. Demonstrate connectivity to the NOC.

13. Verify CMS Support in place (training, keymat, etc.). CMS management responsibilities for Type 1 encryption devices and their associated key material shall be an EDS responsibility. Operation of Type 1 encryption devices within the NMCI operating environment may be conducted by USMC personnel or authorized EDS personnel.

14. SM's will write and execute site-specific Business Continuity Plans. These plans will be executed in coordination with Enterprise Operations (EO) NOC and Help Desk plans. EO plans concern the NOC, Help Desk, Server Farms, and connectivity from the Server Farm to each site. Site-specific Business Continuity plans address the individual desktop environment.

15. The regional NOC Help Desk Command Center Plan manages and controls operations for all NMCI sites and Server Farms BCP. The NOC Command Center team is comprised of the Help Desk Manager, Help Desk Duty Manager, Command Center Coordinator, designated Subject Matter Experts (SMEs) for each mission-critical function, and support personnel. SMs will keep a current list of Command Center team members' telephone numbers and emails in their BCP plans.

16. A Master Business Continuity plan is the umbrella under which all NMCI EDS Business Continuity plans are covered. These plans are as follows:

    - Emergency Response Plan: This is used to respond to and coordinate recovery efforts after an unplanned event.
    - Command Center Plan: The Command Center Plan includes procedures to build, maintain, and run a facility from which to support disaster recovery.
    - Disaster Recovery Plan: This details the notification hierarchy and tasks for which each EDS team member is responsible in an emergency. It describes the NMCI mission-critical applications and seats and their restoration priorities.
    - Business Resumption Plan: The Business Resumption Plan describes how the transition to normal business will be handled after a disaster and contains the strategies, procedures, and personnel required to execute the plan.

17. Ready/Set/Go Process implemented. These workstation processes are needed to complete workstation migration to the NMCI environment. The "Workstation Migration Countdown Ready Guide," the "Workstation Migration Countdown Set Guide" Workstation Migration Countdown Set Guide for Windows 2000 Users (Version 2.0, 5/30/02, 316 KB PDF), and

the "Workstation Migration Countdown Go Guide" are three (3) guidelines that provide essential details. Topics covered include titles and responsibilities, step-by-step instructions for the user to prepare the existing workstation for the rollout process, a checklist of tasks users should have accomplished, and a Quick Start Guide to assist users migrating to new NMCI machine. The transition team should check to make sure that the users have downloaded these guides and followed the instructions therein. The websites for the Ready/Set/Go is http://www.nmci-isf.com/transition.htm#Migration.

18. Demonstrate reach back solution established for NMCI users to their legacy networks.

19. Conduct NMCI User Training. This is to be accomplished through "Town Hall" meetings, "off the shelf" training modules for the primary elements of the deployed standard configuration. Some user training will happen after the initiation of the "Ready-Set Go" process and there will be user seat demos to aid in getting started.

20. Initiate & Operate Order Management system

21. Identify, structure and input accounts to an account management system to initiate, among other things, the Help Desk service to users.

22. Begin Server Data Migration: The Deployment Manager ensures that the following occurs:

    - The technicians install the pre-staged NMCI workstations at the user desks
    - The Mail team disables the user's legacy mail account
    - The BAN/LAN team member, in coordination with workstation deployment lead, will cut over applicable workstation drops to new NMCI network.
    - Perform the Deployment Checklist
    - Ensure user's new NMCI password has been reset
    - Ensure that users understand how to open Outlook and send a message to NMCI users. Ensure that users understand how to use the Navy White Pages to send a message to Navy users still on the legacy network.
    - Ensure that users know how to contact the Help Desk

23. Users will fill out the UAIF, which the deployment technicians will have copied to the user's desktop and send it to the email address shown on the form in order to receive support. There is a checklist provided for the user to aid in acceptance. Issues discovered during the acceptance process will be resolved at the location before acceptance occurs. The deployment team is responsible for issue resolution and acceptance during rollout. After rollout this becomes a function of the Help Desk.

24. In order to expedite the transition, the deployment team will utilize a "user-less" deployment where possible. This provides for deployment during off-shift or weekend hours without the presence of the user. This process requires that EDS technicians have access to facilities during off hours and it may require the customer to provide escorts. A

member of the deployment team will be there when the user arrives and the user signs the acceptance.

25. NMCI User Training Available. EDS training support provides NMCI end users with an instructor led, multimedia orientation session. Training commences at the time the EDS is installing users' new personal computers and connecting them to NMCI. This documentation can be viewed at https://www.nmci-isf.com/usertraining.htm.

26. NMCI cutover begins (Production).

4.5 LESSONS LEARNED

Lessons learned from early adopter claimants and sites that have progressed through this phase are summarized below and should be utilized to minimize risk to future NMCI deployment.

1. Senior Personnel requirements must be managed. Provide a list of VIP users (Admirals, Senior Executive Service (SES), PMs) to EDS. This provides an expedited response to the VIP's.

2. The Customer Cutover Transition Team must be in place and trained prior to the end of the Design and Implementation phase.

3. Cutover requires additional time and resources beyond the customer's normal IT staff.

4. Assign only **ONE** tech per user so that the technician stays with that user until their deployment is completed.

5. Ensure that EDS has provided sufficient training to technicians. There may be technical inconsistencies among installation technicians. The EDS processes and instructions the technicians used were incomplete.

6. Ensure the location provided for the Customer Cutover Transition Team is convenient to work locations.

7. Establish procedures to ensure that EDS has approved all Visit/Badge Requests prior to submittal to the customer.

8. Monitor equipment acquisition closely, including the Preliminary Order. Monitor for timely delivery and part/component obsolescence in the case of extended deployment schedules. Some parts or components may need to be upgraded to maintain compatibility with the rest of the system.

9. Sufficient power must be available to support all new equipment. Order and store additional power strips, switches, and monitor switches (that allow the use of 2 CPUs with one monitor). A good rule of thumb is to use at least one six-outlet power strip to support 3 quarantined workstations.

10. Goal to achieve 100 seat deployments per day is difficult. Plan for worker inefficiencies because they will inevitably occur.

11. Deploy machines first and then secondary accounts. Secondary accounts are those accounts that are not linked to any particular machine, but can be used at any location.

12. Setup of laptops takes longer than workstations. If at all possible deploy workstations first, then laptops.

13. There was a lack of coordination with code POC's during NMCI seat deployment; as a result users were unavailable during NMCI seat placements. Ensure that all users are available on scheduled arrival day. Plan ACTR/CTR structure ahead of seat deployments. Assign one super ACTR per department to limit number of ACTR's. Schedule meetings daily with all ACTR's during deployment to discuss status and issues.

14. Unlocked laptops are subject to theft during staging and installation. Order enough laptop locks to allow users to lock laptops to their desktops. An alternate solution may include a policy to lock laptop in desk drawers or overhead compartments.

15. Foreign Nationals should have limited access and applications consistent with Navy Command and NMCI Policy and Procedures.

16. Schedule a post user acceptance visit by EDS technician to resolve issues after migration.

17. The user should contact the EDS SM assigned to their site and obtain the name of the Local Registration Authority (LRA) or Trusted Agent (TA) for their site. The user should then contact the LRA or TA to obtain their Public Key Infrastructure (PKI) certification and to learn how to use Remote Access Service (RAS). For more details refer to the RAS: Get Started and Go! section of the EDS website at http://www.nmci-isf.com/transition.htm#RAS.

18. PKI soft certificates may not be available during the scheduled laptop setup time. EDS must pre-schedule the pickup of the PKI certificates to meet scheduled seat delivery to users.

19. Ensure that EDS provides users with RAS instructions and hands-on experience. Don't sign the UAIF until the user is satisfied.

20. EDS & Customer Transition Team completed seat totals may not agree. Consider developing a database to track all completed installs. Record rolled seats and signed UAIF.

21. Users should log all equipment and service problems through the Help Desk.

22. Users should not go directly to the NOC for assistance.

23. Experience has shown there is a learning curve with each rollout. For planning purposes sites should estimate rollout productivity as follows:

    - Week 1: .5 seats/deployment tech/day
    - First few weeks: Increase to1.5seats/day/deployment tech
    - These factors should be used for developing the Phased Cutover Plan

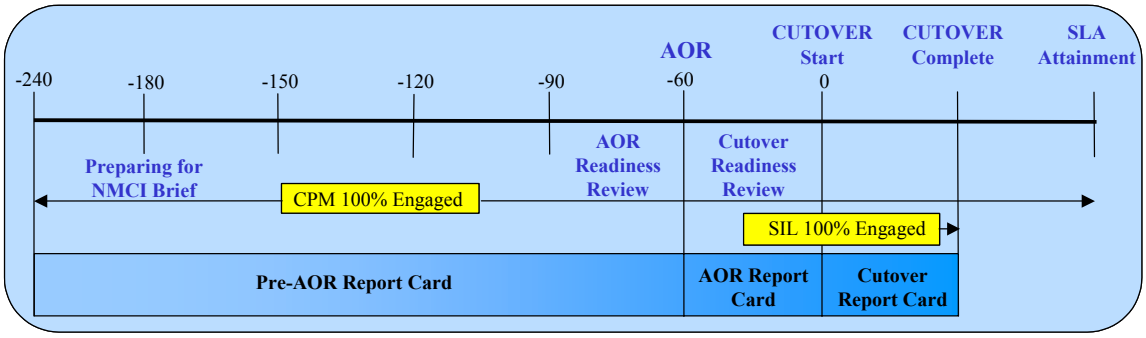
5 PHASE 3: POST-CUTOVER

5.1 OVERVIEW

The Post-cutover Phase begins after the Transition Team has completed all the necessary verifications of the new NMCI System operation by EDS. The tasks associated with this phase are on-going and deal, primarily with monitoring, measuring, reporting, modifying, and maintaining. During this phase, the claimant/customer analyzes, measures, and monitors the performance of EDS' on-going services against the Contract Line Items Numbers (CLINs) in near real-time.

5.2 TIMELINE

The initial SLA evaluation and monitoring is conducted immediately after the end of Cutover, and the final portion of the SLA review is summarized and reported within 30 calendar days. Below is the phase timeline that shows the phases and the Level 1, 2 and 3 Critical Milestones.



5.3 DUTIES AND RESPONSIBILITIES

The team's roles and responsibilities with expected deliverables are enumerated in the following table. Joint Meetings and Key Milestones will be listed together in an initial group.

Phase 3: Post-Cutover		
ROLES In PHASE 3	***RESPONSIBILITIES In PHASE 3***	***DELIVERABLES for PHASE 3***
Site Claimant (Customer)/ PMO/EDS	**Manage SLA Attainment 5.4(1)**	**On-going**
Site Claimant (Customer)	**Identify applicable baseline SLAs for the site https://nmci.spawar.navy.mil/docs/contractaward/Attachment%202%20-%20P00008.pdf.**	**SLA Baseline**
	Identify site-specific SLAs to accommodate optional site services. 5.4.1 (1)	**Site Specific SLAs**

Phase 3: Post-Cutover		
ROLES In PHASE 3	***RESPONSIBILITIES In PHASE 3***	***DELIVERABLES for PHASE 3***
	Ensure SLA agreement between service provider (EDS) and claimant/customer (NMCI end user) 5.4.1 (2)	**Claimant/customer and EDS concurrence on service issues and metrics**
	Monitor, measure and analyze actual performance metrics against SLAs 5.4 .1 (3)	**Performance reports**
	Identify performance issues and problems. 5.4.1 (4)	**Performance problems and issues.**
	Manage SLA changes, additions and deletions 5.4.1 (5)	**System for modifying SLAs based on actual performance and changes in the work environment**
	Manage MAC process 5.4.2 (1)	**On-going**
	Complete MAC form to request modification and/or service 5.4.2 (2)	**Completed Request Form**
	Each day, the CTR will visit the *NMCI Ticket Web (Ticket Lookup)* to extract open MAC request data into an Excel spreadsheet and post the information in a centralized, agreed upon claimancy location. 5.4 .2 (3)	**On-going**
	Manage all regular seats 5.4.2 (4)	**On-going**
	Submit all regular seat MACs	**Request Submitted**
	Approve all regular seat MACs	**Request Approval**
	Manage and approve MAC's for all embarkable seats 5.4.2 (5)	**On-going**
	Justify the need for a MAC request and complete and forward the appropriate forms to their designated ACTR 5.4.2 (6)	**Embarkable or regular seat types identified Appropriate Form Completed**
	Submit a *User Request MAC* for changes to physical, logical, or Community of Interest (COI) NMCI services. Submit an *Embarkable MAC* for moving a seat to/from the NMCI domain.	**User Request**
	Forward the notice of approval to the NMCI User	**Email Notice of Approval**
	Extract open MAC request data and post the information in a centralized, agreed upon claimancy location.	**Data posted to Knowledge Center**
	Email Notice of Completion 5.4.2 (10)	**Notice of Complete**
	Provide security for shared folders 5.4.3 (3)	**On-going**
	Map users to specific folders on an as needed basis	**User matched to shared file requirement**
	Add/Delete shared folders as required 5.4.3 (4)	**On-going**
	Manage and maintain legacy networks prior to migration completion 5.4.3 (5)	**Access to applications not passing LADRA testing (quarantined)**

Phase 3: Post-Cutover		
ROLES In PHASE 3	***RESPONSIBILITIES In PHASE 3***	***DELIVERABLES for PHASE 3***
	Manage and maintain legacy networks after migration is complete 5.4.3 (5)	**Access to applications not passing LADRA testing (quarantined)**
	Justify maintaining legacy resource in quarantine. 5.4.3 (6)	**Justification for why an application has to be maintained that must be quarantined.**
	Accept/approve quarantined resources 5.4.3 (7)	**Authority to maintain and access quarantined item.**
	Provide access to quarantined resources after migration	**Access to applications not passing LADRA testing (quarantined)**
	Manage quarantine resources reduction plan 5.4.3 (8)	**Plan and execution of steps to reduce the number of items quarantined**
EDS	**Identify applicable baseline SLAs for the site https://nmci.spawar.navy.mil/docs/contractaward/Attachment%202%20-%20P00008.pdf .**	**SLA Baseline**
	Ensure SLA agreement between service provider (EDS) and claimant/customer (NMCI end user) 5.4.1 (2)	**Claimant/customer and EDS concurrence on service issues and metrics**
	Monitor, measure and analyze actual performance metrics against SLAs. 5.4.1 (3)	**Performance reports**
	Identify performance issues and problems 5.4.1 (4)	**Performance problems and issues.**
	Manage SLA changes, additions and deletions 5.4.1 (5)	**System for modifying SLA's based on actual performance and changes in the work environment**
	Manage MAC process 5.4.2 (1)	**On-going**
	Review request for accuracy and forward approved requests for processing 5.4.2 (7)	**Final Approval or Rejection**
	Assigns a ticket number to the request, emails the ticket number to SPOTMACMAIL for the CTR to see, and forwards the request for further processing.	**Ticket assigned Number Emailed to SPOTMACMAIL**
	Enter Ticket number in *NMCI Ticket Web (Ticket Lookup)*. 5.4.2 (8)	**Data Entered**
	Complete the MAC order 5.4.2 (9)	**MAC activity completed**
	Provide Email administration 5.4.3 (1)	**On-going**
	Administer Email accounts 5.4.3 (1)	**Email users list**
	Provide remote access to email	**On-going**
	Provide virus protection 5.4.3 (2)	**On-going**

Phase 3: Post-Cutover		
ROLES In PHASE 3	***RESPONSIBILITIES In PHASE 3***	***DELIVERABLES for PHASE 3***
	Manage access to and maintenance of shared folders	**On-going**
	Provide security for shared folders 5.4.3 (3)	**On-going**
	Add/Delete shared folders as required	**On-going**
	Manage, maintain legacy networks prior to migration complete	**Access to applications not passing LADRA testing (quarantined)**
	Provide access to quarantined resources prior to migration	**Access to applications not passing LADRA testing (quarantined)**
COMNAV - NETWARCOM	**Assume operational control of NMCI network**	**NETWARCOM Operational Control of NMCI**
	Resolve all network issues	**Manage and execute steps to identify and resolve network issues**
	Manage issue resolution and problem remediation	**Issue Resolution**

5.4 DETAILED INFORMATION

5.4.1 SLA ATTAINMENT

The NMCI will rely on the concept of SLAs to ensure mutual government and provider understanding of the services to be provided and to ensure that stakeholder and user expectations are satisfactorily defined and executed. SLA performance monitoring is a continuous activity for the onsite workforce because it is the yardstick that measures the Help Desk support, customer satisfaction, system performance, and resources stability. While many of the services emphasize end-to-end performance, from a user perspective, a number of enterprise level services are viewed as mission critical and equally important to measure. There are generalized representations of basic level services defined in the contract that are supported by CLINs and SLAs. SLAs are either baseline definitions provided in the contract or may be negotiated additions to support specific options relating to a particular site.

NMCI Basic Services include the following:

- Security services (firewalls, intrusion detection, encryption)
- Wide Area Network (WAN) access (DISN, Commercial WAN, internet)
- Infrastructure (Voice video, & data transport)
- Joint and industry network interoperability
- Pier services (connectivity, NOC/JFTOC interface)
- Enterprise functions (Help Desk/Tech support)
- Network management services
- Desktop hardware (standard, high-end, and laptop)
- Desktop software (standard software suite)
- Organizational messaging (AUTODIN, Defense Message System (DMS))

- Training
- Directory services
- E-mail
- Remote telephone access
- Domain name service
- Help Desk/Tech support
- LAN (building LANs)
- System management services
- Telephony – Switched telephone networks
- Telephony to the desktop

Services covered by SLA's fall into the following categories:

- User upgrades
- End user services
- Maintenance and Help Desk services
- Communications services
- Systems services
- Information assurance services
- Sea-shore rotation support
- Other specific requirements are: 36a, 36b, 36c and 36d

A document describing the baseline SLAs can be found at
https://nmci.spawar.navy.mil/docs/contractaward/Attachment%202%20-%20P00008.pdf

A detailed description of the CLINs can be found at
https://nmci.spawar.navy.mil/cl_contract_award.html

1. Identify site-specific SLA's to accommodate optional site services. Where unpriced options are exercised by NMCI customers, their accompanying SLAs will be developed using the SLAs contained here, https://nmci.spawar.navy.mil/docs/contractaward/Attachment%202%20-%20P00008.pdf as the entering baseline. The resulting SLAs will include any additions or changes to accommodate additional or customer specific requirements.

2. Ensure SLA agreement between service provider (EDS) and claimant/customer (NMCI end user). The NMCI will rely on the concept of SLAs to ensure mutual government and provider understanding of the services to be provided and to ensure that stakeholder and user expectations are satisfactorily defined and executed.

3. Monitor, measure and analyze actual performance metrics against SLAs. A number of general observations and principles became apparent during the development of the NMCI service performance metrics. Performance of the network must be expressed in terms that the NMCI vendor can control and measure. Performance of the network should be generally described in terms of the varying support required for the classes of applications, i.e., mission critical, mission support and local unique.

4. Identify performance issues and problems. Performance values for each of the components of the network must be individually factored to derive the overall end-to-end performance of

the network. The end user cares about end-to-end performance; the government additionally cares about other aspects of the network not visible to the end-user, such as surge capacity and redundancy.

5. Manage SLA changes, additions and deletions. This will require a relatively extensive process in that SLA's are closely tied to CLIN's and consequently any change, add or deletion has a direct relationship to the contract. Accordingly any activity of this type would, most often, require the same process as any contract amendment.

5.4.2 MOVE, ADD, CHANGE (MAC)

The following are extract from the **Joint DoN and EDS MAC Operating Process**

Initial MAC request submission procedures have been established by EDS and are posted at the http://www.nmci-isf.com/helpdesk_reqforms.htm web site. NMCI customers should note that the EDS Help Desk will only accept a MAC request that has been submitted using the prescribed NMCI MAC Request Submit Form and forwarded via email to the group mailbox for the Help Desk MAC team at mac@nmci-isf.com. *Help Desk MAC requests will not be processed via telephone or by the submitter using any other tool or form.*

"The NMCI contract contains SLAs that define EDS' performance metrics. SLA 15, entitled "Moves, Adds and Changes" in the NMCI contract, requires EDS to perform MAC services in accordance with the timelines indicated in Exhibit 1. Any delays incurred executing the government's responsibilities in the MAC submission and approval process will create delays for the NMCI customer and impact the EDS' ability to perform the requested services within the contractually required timeframe. Performance of MAC service begins after EDS receipt of the complete and approved request. The values shown below are calendar days, not business days.

Service Delivery Points: Fixed Workstation (Basic, High End, Mission Critical), Embarkable Workstation, Embarkable Portable	
Level of Service	**Response Time**
Basic	≤ 4 days
High End	≤ 3 days
Mission Critical	≤ 2 days
Service Delivery Points: Remote Users Only (CLIN 0001AE and 0101AE)	
Level of Service	**Response Time**
Basic	≤ 6 days
High End	≤ 5 days
Mission Critical	≤ 4 days

Exhibit 1: MAC SLA

1. Manage MAC process. A user requested MAC is a request to move or change a data seat, voice seat, or video seat belonging to an NMCI user account or NMCI asset. EDS will provide services to perform user requested system hardware and software changes of data seats. This applies within a base to networked customers where NMCI service already exists. Exhibit 2 identifies the three types of user requested MACs.

MAC TYPE	DESCRIPTION
Physical	A user requested and approved physical movement of an NMCI-supported asset. A physical MAC includes de-installation, move, and reinstallation of hardware not associated with provisioning of an ordered CLIN. Included in this single MAC will be the assets associated with the seat (e.g., central processing unit, monitor, peripherals, local/non-network printer, etc.), as well as the administrative changes (e.g., printer mapping, application mapping, user profiles) associated with movement of the asset.
Logical	A user requested and approved addition, deletion, or change to an NMCI-supported asset that does not require the physical movement of the asset. A logical MAC includes add/deletes (e.g., printer mapping, application mapping) or changes (e.g., administrative changes to user profiles) that are not associated with provisioning of an ordered CLIN. A single logical MAC may consist of multiple additions or deletions to the user account per event. In such case, only one MAC will be charged.
Community of Interest (COI)	A user requested and approved addition, deletion, or change (logical MAC) to an NMCI-supported asset within a COI as defined by Attachment 4 of the NMCI contract, Security Requirements, 1.2.1.9, "NMCI Communities." A COI MAC includes changes to a user account not associated with provisioning of an ordered CLIN. A single COI MAC may consist of multiple additions or deletions to the user account per event. In such case, only one MAC will be charged.

Exhibit 2: User Requested MAC Types

Embarkable MAC

An Embarkable MAC supports actions required to transition an Embarkable NMCI data seat out of the NMCI domain, and those required to return that data seat to the NMCI domain. Services are to be provided for scheduled movements that are known in advance, or contingency operations and other unplanned movements. Each Embarkable MAC includes, but is not limited to, the following:

- Granting of system administration rights to DoN IT personnel when the seat is embarked
- Providing a copy of the Gold Disk media and all authorized application software loaded on the deploying embarkable seats
- Redirecting and forwarding email, and re-implementing full-service email for all accounts being deployed
- Retransmitting undelivered email
- Disabling and re-enabling the Common Access Card
- Providing data migration capability
- Performing Help Desk functions
- Providing logistical support to meet the availability requirements of embarked seats per SLA 1, Performance Category 2 (Availability), and Paragraph 3.7 of the Statement of Objectives

2. Complete MAC form to request modification and/or service. The NMCI user goes to www.nmci-isf.com/helpdesk_reqforms.htm, selects and completes the appropriate form, and emails it/them to the ACTR. The ACTR reviews the request for accuracy. If approved, the ACTR emails the request to SPOTMACMAIL for the CTR to review. If the request is

disapproved, the ACTR notifies the NMCI user. Upon notification of a denied MAC request, the NMCI user has the option to correct, modify, or cancel the request.

3. Each day, the CTR will visit the *NMCI Ticket Web (Ticket Lookup)* to extract open MAC request data into an Excel spreadsheet and post the information in a centralized, agreed upon claimancy location. ACTRs and NMCI can monitor the progress of open requests by checking that location.

4. Managing all regular seats. The CIO is responsible for managing and approving all regular seat MACs. The CIO has delegated responsibility for submitting MACs to ACTRs and approving MACs to the CTR.

5. Manage and approve MACs for all embarkable seats. The DoN CIO is responsible for managing and approving all embarkable seat MACs.

6. Justify the need for a MAC request and complete and forward the appropriate forms to the designated ACTR. NMCI users are responsible for identifying the need for a MAC request and completing and forwarding the appropriate forms to their designated ACTR. In general, NMCI users will submit a user request MAC for changes to physical, logical, or COI NMCI services. An embarkable MAC will be submitted to move a seat to/from the NMCI domain.

7. Review request for accuracy and forward approved requests for processing. Assign a ticket number to the request, email the ticket number to SPOTMACMAIL for the CTR to see, and then forward the request for further processing

8. Enter Ticket number in *NMCI Ticket Web (Ticket Lookup)*. Each day the CTR will visit the *NMCI Ticket Web (Ticket Lookup)* to extract open MAC request data into an Excel spreadsheet and post the information in a centralized, agreed upon claimancy location.

9. Complete the MAC order. This is the final step of the process wherein the work requested is actually performed. It is important that only the work requested be performed. The ticket becomes the input for the knowledge base from which future solutions, performance metrics and other key data are derived. Any additional work required must be covered by a new request and ticket.

10. Email notice of completion. Once the work is actually performed, a completion notification is emailed to the user. This marks the end of one complete turn and the elapse time can be utilized for turn time analysis.

5.4.3 OTHER POST-CUTOVER TASKS

1. Administer email accounts. This encompasses all the activity of email including new account creation, deleting old unused accounts, monitoring accounts for improper use, etc.

2. Provide virus protection. Define access rules, virus protection software, firewalls, etc. to ensure the network will be protected from viruses.

3. Provide security for shared folders. Security will require a form of layered access to protect the data/application/etc. from external intrusion as well as inadvertent dissemination of internally sensitive information or other security risks.

4. Add/Delete shared folders as required. Management of shared folders will by definition include a process in which new files can be added and obsolete files can be eliminated. This process will also include an approval/signature path.

5. Manage and maintain legacy networks. During the transition EDS will be required to continue to provide network access to applications, which due to failing the LADRA testing, are moved to quarantine status. As a parallel activity, the claimant/customer will be trying to eliminate, modify or replace these quarantined resources. After migration, access, maintenance and costs become the responsibility of the user.

6. Justify maintaining legacy resource in quarantine. It is the responsibility of the end-user of quarantined resources to justify their continued existence.

7. Accept/approve quarantined resources. This will be the function of the CTR/ACTR.

8. Manage the Desktop Application Quarantine Reduction Process (QRP), which begins with the Prioritization process, via the various reports and lists that identify the applications that have failed to deploy to the NMCI environment. The QRP concludes with successful deployment or discontinued use of all Quarantined applications. The IATT Enterprise Quarantine Reduction Coordinator (EQRC) will oversee the execution of this effort with IATT Quarantine Remediation Group (QRG) working with the STEM, Echelons II Commands, CDA and sites in the execution of these processes. Attempting to reach the goal of the site for this activity will continue to be the function of the claimant. Generally, this goal is set at 10%. Refer to the LATG at: http://www.nmci-isf.com/transiton.htm#Transition

5.5 LESSONS LEARNED

Lessons Learned are still being developed for the Post-Cutover phase at this time.

APPENDIX A. ACRONYMS

ACR	DEFINITION
AART	Audit Applications Review Team
ACTR	Assistant Customer Technical Representative
AOR	Assumption of Responsibility
ASN	Assistant Secretary of the Navy
ATO	Authority to Operate
BAN	Base Area Network
BFM	Business Financial Manager
BIO	Base Infrastructure Operational
C&A	Certification and Accreditation
CDA	Central Design Activity
CIO	Chief Information Officer
CJA	Critical Joint Applications
CLIN	Contract Line Item Number
CM	Claimant Manager
CMS	COMSEC Material System
COI	Communities of Interest
COMSEC	Communications Security
CONOPS	Concept of Operations
COR	Contracting Officer's Representative
COTS	Commercial-off-the-Shelf
CPM	Customer Project Manager
CTF	Commander Task Force
CTR	Customer Technical Representative
DAA	Designated Approving Authority
DART	Database Analysis and Reconciliation Tool
DIAD	DoN Information Architecture Data
DISA	Defense Information Systems Agency
DISN	Defense Information Systems Network
DITSCAP	DOD Information Technology Security Certification and Accreditation Process
DMS	Defense Message System
DOD	Department of Defense
DoN	Department of Navy
EDS	Electronic Data Systems
EO	Enterprise Operations
ESM	Enterprise Schedule Manager

ACR	DEFINITION
FAM	Functional Area Manager
GFE	Government Furnished Equipment
GFF	Government Furnished Facilities
GOTS	Government-off-the-Shelf
HAG	High Assurance Guard
IA	Information Assurance
IATC	Interim Authority to Connect
IATO	Interim Authority to Operate
IATT	Information Assurance Tiger Team
INFOSEC	Information Security
ISP	Inside Plant
ISSP	Information Systems Security Policy
IT	Information Technology
JRS	Joint Reporting System
LADRA	Legacy Application Deployment Readiness
LATG	Legacy Application Transition Guide
LAN	Local Area Network
LRA	Local Registration Authority
MAC	Move Add Change
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NADTF	Navy Application Database Task Force
NCAP	NMCI Connection Approval Process
NIPRNET	Non-Secure Internet Protocol Routing Network
NMCI	Navy Marine Corps Intranet
NNOC	Navy Network Operations Command
NOC	Network Operations Center
NSS	National Security Systems
OPNAVINST	Office of the Chief of Naval Operations Instruction
OSP	Outside Plant
PD	Program Directorate
PDS	Protected Distribution System
PEO-IT	Program Executive Office – Information Technology
PKI	Public Key Infrastructure
PMO	Program Management Office
PMW	Program Management Warfare

ACR	DEFINITION
POA&M	Plan of Actions and Milestones
POC	Point of Contact
PoP	Point of Presence
PoR	Program of Record
PSQ	Preliminary Site Questionnaire
RAL	Rationalized Application List
RAS	Remote Access Service
RDT&E	Research Development Test and Evaluation
RFC	Request for Connection
RFS	Request for Service
SABI	Secret and Below Interoperability
SCCB	Schedule Change Control Board
SCM	Site Concurrence Memorandum
SCP	Schedule Change Proposal
SDM	Site Delivery Manager
SES	Senior Executive Service
SHC	Stakeholders' Council
SIL	Site Integration Lead
SLA	Service Level Agreement
SM	Site Manager
SME	Subject Matter Experts
SSAA	System Security Authorization Agreement
SSE	Site Solutions Engineering
STEM	Site Transition Execution Manager
STM	Site Transition Manager
SWG	Security Working Group
TA	Trusted Agent
TART	Technical Applications Review Team
UAIF	User Asset Information Form
UIC	Unit Identification Code
USMC	United States Marine Corps
VERA	Voluntary Early Retirement Authority
VSIP	Voluntary Separation Incentive Program
WAN	Wide Area Network

APPENDIX B. NAVAL MESSAGE - NAVY NMCI LESSONS LEARNED

R 241823Z DEC 02 COMSPAWARSYSCOM SAN DIEGO CA

TO SECNAV WASHINGTON DC
CNO WASHINGTON DC
COMLANTFLT NORFOLK VA
COMPACFLT PEARL HARBOR HI
COMNAVAIRSYSCOM PATUXENT RIVER MD
COMNAVRESFOR NEW ORLEANS LA
COMNAVFACENGCOM WASHINGTON DC
COMNAVSECGRU FT GEORGE G MEADE MD
COMNAVNETSPAOPSCOM DAHLGREN VA
PEO IT WASHINGTON DC
BUPERS MILLINGTON TN
BUMED WASHINGTON DC
COMNAVDIST WASHINGTON DC
COMNAVSPACECOM DAHLGREN VA
ONI WASHINGTON DC
DIRSSP WASHINGTON DC
CNET PENSACOLA FL
USNA ANNAPOLIS MD
NAVPGSCOL MONTEREY CA
CNR ARLINGTON VA
NAVOBSY WASHINGTON DC
CG MARCORSYSCOM QUANTICO VA
NAVSTKAIRWARCEN FALLON NV
NAVCOMTELSTA WASHINGTON DC
COMNAVSPECWARCOM CORONADO CA
COMNAVMETOCCOM STENNIS SPACE CENTER MS
COMSC WASHINGTON DC
FLDSUPPACT WASHINGTON DC
ASSTSECNAV WASHINGTON DC
CMC WASHINGTON DC
USCINCJFCOM NORFOLK VA

INFO ASSTSECNAV RDA WASHINGTON DC
DON CIO WASHINGTON DC
USCINCPAC HONOLULU HI
COMUSNAVCENT
PEO IT WASHINGTON DC

ADMINISTRATIVE MESSAGE

ROUTINE

R 241823Z DEC 02 ZYB

FM COMSPAWARSYSCOM SAN DIEGO CA//PMW164//

TO SECNAV WASHINGTON DC
CNO WASHINGTON DC

COMLANTFLT NORFOLK VA
COMPACFLT PEARL HARBOR HI
COMNAVAIRSYSCOM PATUXENT RIVER MD
COMNAVRESFOR NEW ORLEANS LA
COMNAVFACENGCOM WASHINGTON DC
COMNAVSECGRU FT GEORGE G MEADE MD
COMNAVNETSPAOPSCOM DAHLGREN VA
PEO IT WASHINGTON DC
BUPERS MILLINGTON TN
BUMED WASHINGTON DC
COMNAVDIST WASHINGTON DC
COMNAVSPACECOM DAHLGREN VA
ONI WASHINGTON DC
DIRSSP WASHINGTON DC
CNET PENSACOLA FL
USNA ANNAPOLIS MD
NAVPGSCOL MONTEREY CA
CNR ARLINGTON VA
NAVOBSY WASHINGTON DC
CG MARCORSYSCOM QUANTICO VA
NAVSTKAIRWARCEN FALLON NV
NAVCOMTELSTA WASHINGTON DC
COMNAVSPECWARCOM CORONADO CA
COMNAVMETOCCOM STENNIS SPACE CENTER MS
COMSC WASHINGTON DC
FLDSUPPACT WASHINGTON DC
ASSTSECNAV WASHINGTON DC
CMC WASHINGTON DC
USCINCJFCOM NORFOLK VA

INFO ASSTSECNAV RDA WASHINGTON DC
DON CIO WASHINGTON DC
USCINCPAC HONOLULU HI
COMUSNAVCENT
PEO IT WASHINGTON DC//NMCIDIROFFICE//

BT
UNCLAS //N5000//

MSGID/GENADMIN/COMSPAWARSYSCOM//

SUBJ/NAVY NMCI LESSONS LEARNED//

REF/A/GENADMIN/PEO-IT WASHINGTON DC/202304ZMAY2002//

REF/B/GENADMIN/PEO-IT WASHINGTON DC/022023ZJUL2002//

REF/C/GENADMIN/PEO-IT WASHINGTON DC/151957ZNOV2002//

NARR/REF(A) NMCI 20K ROLLOUT EXECUTION ORDER; REF(B) NMCI 40K ROLLOUT EXECUTION ORDER; REF(C) NMCI ENTERPRISE SCHEDULE//
POC/MR. KEVIN MCNALLY/CIV NMCI PMO/COMSPAWARSYSCOM/-
/TEL:(619)524-7580/EMAIL:KEVIN.MCNALLY@NAVY.MIL//

RMKS/1. THE CURRENT FOCUS OF THE NMCI PROGRAM IS TO AGGRESSIVELY ROLLOUT NMCI IN ACCORDANCE WITH THE ESTABLISHED ENTERPRISE SCHEDULE, AND TO BUILD IN QUALITY TO CONTRACTUAL SLA STANDARDS AND FOR A HIGH LEVEL OF CUSTOMER SATISFACTION. AS WE OBSERVED ROLLOUT OF THE FIRST 50,000 SEATS AT MORE THAN 86 SITES ACROSS THE ENTERPRISE, WE HAVE IDENTIFIED SEVERAL CRITICAL FACTORS THAT CONTRIBUTE TO A SUCCESSFUL ROLLOUT. THIS MESSAGE IDENTIFIES THE CRITICAL DEPLOYMENT SUCCESS FACTORS FOR USE BY FUTURE NMCI DEPLOYMENT SITES DURING THEIR TRANSITIONS.

2. COMMAND INVOLVEMENT - SITE COMMANDERS AND COMMAND STAFF SHOULD ACTIVELY SUPPORT AND PARTICIPATE IN THE MANAGEMENT OF THE NMCI TRANSITION. A CLEAR AND SUPPORTIVE MESSAGE FROM SITE COMMANDERS TO ALL SITE USERS SHOULD BE SENT INDICATING THEIR COMMITMENT TO A SUCCESSFUL AND EFFICIENT NMCI TRANSITION. FOLLOW ON MESSAGES REEMPHASIZING COMMAND COMMITMENT AND DETAILING SITE PROGRESS SHOULD BE SENT PERIODICALLY THROUGHOUT THE TRANSITION PROCESS.

3. TRANSITION PERSONNEL - SITE COMMANDERS SHOULD ASSIGN THEIR MOST PROACTIVE AND EFFECTIVE PERSONNEL TO MANAGE AND SUPPORT THE NMCI TRANSITION. TRANSITION PERSONNEL SHOULD REPORT WEEKLY TO SITE COMMANDERS ON THE STATUS OF NMCI TRANSITION. SITE TRANSITION IS A RESOURCE INTENSIVE EFFORT AND SITES SHOULD ASSIGN ADEQUATE ASSETS TO SUPPORT THE TRANSITION EFFORT. THE FOLLOWING STAFFING RECOMMENDATIONS ARE BASED UPON EXPERIENCE FROM EARLY ADOPTER SITES:
A. ECHELON II RECOMMENDED TRANSITION STAFFING INCLUDE ONE NMCI PROGRAM MANAGER, ONE LEGACY APPLICATIONS MANAGER, TWO LEGACY APPLICATIONS ASSISTANTS, ONE SCHEDULE COORDINATOR, ONE TECHNICAL LEAD, ONE LEAD CTR, ONE DEPUTY CTR, ONE FACILITIES COORDINATOR, AND ONE INFORMATION ASSURANCE (IA) COORDINATOR.
B. SITE RECOMMENDED TRANSITION STAFFING INCLUDE ONE CTR, ONE ACTR/1000 SEATS, ONE LEGACY APPLICATIONS COORDINATOR, TWO LEGACY APPLICATIONS ASSISTANTS, ONE SCHEDULE COORDINATOR, AND ONE TECHNICAL REPRESENTATIVE.

4. NMCI GOALS - SITE COMMANDERS SHOULD ENSURE ALL USERS ARE EDUCATED ON THE PURPOSE AND GOALS OF THE NMCI INITIATIVE. THE FOLLOWING TALKING POINTS FROM DIRECTOR, NMCI MAY BE APPROPRIATE FOR YOUR COMMAND:
A. THE NAVY'S EXISTING IT INFRASTRUCTURE IS UNSATISFACTORY FOR THE 21ST CENTURY-WE CURRENTLY HAVE MORE THAN 1,000 DISPARATE NETWORKS, MANY OF WHICH ARE VULNERABLE TO CYBER ATTACK AND INCOMPATIBLE WITH OTHER SYSTEMS IN THE NAVY AND MARINE CORPS. NMCI BRINGS ONE SECURE INTEROPERABLE INTRANET. IMPROVED SECURITY ALONE IS JUSTIFICATION FOR THE NMCI INITIATIVE.
B. NMCI ALLOWS THE DEPARTMENT OF THE NAVY TO NOT ONLY STAY CURRENT WITH TECHNOLOGY AND SECURITY IMPROVEMENTS, BUT MORE IMPORTANTLY, PUT SYSTEMS INTO PLACE THAT WILL ALLOW US TO IMPROVE OUR BUSINESS EFFICIENCY AND WAR FIGHTING EFFECTIVENESS.
C. THE NMCI WILL MOVE DON FROM A PHILOSOPHY AND STRUCTURE OF LOCAL IT SYSTEMS AND DATA TO AN ENVIRONMENT WHICH SUPPORTS FULL PERSONNEL COLLABORATION AND DATA CORRELATION ACROSS THE DEPARTMENT.
D. NMCI WILL ALLOW US TO FOCUS ON OUR CORE WAR FIGHTING AND BUSINESS FUNCTIONS - INFORMATION AND DECISION MAKING RATHER THAN NETWORK

HARDWARE AND OPERATIONS.
E. NMCI WILL INCREASE INFORMATION INTEROPERABILITY THROUGH THE COMMON STANDARDS THAT ONLY A SINGLE ENTERPRISE INTRANET CAN PROVIDE. IT WILL POSTURE DON TO MOVE COLLECTIVELY AS ONE (RATHER THAN 1000) AS WE IMPROVE INTEROPERABILITY WITH OTHER DEPARTMENTS AND AGENCIES.
F. NMCI WILL ACT AS THE NETWORK FOUNDATION FOR MANY OF OUR TRANSFORMATIONAL EFFORTS. IT WILL SUPPORT ERP, TASKFORCE WEB, TASKFORCE EXCEL, PROJECT SAIL, REGIONALIZATION, AND THE MATURING OF MANY OTHER COMMUNITIES OF INTEREST.
G. NMCI WILL SUPPORT A NAVY AND MARINE CORPS THAT ARE PROACTIVE, AGILE, FORWARD, MOBILE, DISPERSED, AND INFORMATION DEPENDENT. IT WILL TRAIN A SPECIAL CADRE OF OUR IT PROFESSIONALS IN STATE OF THE ART NETWORK OPERATIONS AND MANAGEMENT.

5. NMCI TRANSITION - SITE TRANSITION TO NMCI IS NOT SOLELY A CONTRACTOR TASK. IT IS A JOINT GOVERNMENT AND CONTRACTOR TASK. SITE PERSONNEL ARE RESPONSIBLE FOR THE NMCI ROLLOUT AND MUST TAKE ALL STEPS NECESSARY TO ENSURE EXECUTION. MANY ROLLOUT ISSUES TO DATE HAVE NOT BEEN CONTRACTOR PERFORMANCE RELATED; RATHER THEY HAVE BEEN NAVY ISSUES. APPLICATION FAILURES AND ADHERENCE TO NETWORK SECURITY POLICY ARE NAVY ISSUES AND THEY CAN BE MOST EASILY RESOLVED THROUGH STRONG SITE LEADERSHIP, POLICIES, AND PROCEDURES. SENIOR MANAGERS NEED TO GET INVOLVED AND DEMONSTRATE LEADERSHIP TO RESOLVE THESE TRANSITION ISSUES.

6. APPLICATION RATIONALIZATION - SITE COMMANDERS WORKING WITH THEIR CHAIN OF COMMAND MUST ENSURE THAT ONLY MISSION AND BUSINESS ESSENTIAL APPLICATIONS SURVIVE THE RATIONALIZATION PROCESS AND THOSE FINAL RATIONALIZED APPLICATIONS MUST HAVE VERSION NUMBERS AND CDA SPONSORSHIP SUBMITTED TO NADTF VIA THE ISF TOOLS DATABASE. ONE OF THE DEPARTMENT GOALS WITH THE NMCI INITIATIVE IS TO MIGRATE FROM THE UNMANAGEABLE AND COSTLY 100,000 DEPARTMENT APPLICATIONS TO A MORE MANAGEABLE 2000 ENTERPRISE APPLICATIONS. SITES SHOULD ATTEMPT TO RATIONALIZE THEIR APPLICATIONS TO THE MINIMUM SET REQUIRED. MANY CLAIMANTS/SITES (NAVRESFOR IS AN EXCELLENT EXAMPLE) HAVE INSTITUTED THE USE OF FUNCTIONAL APPLICATION PROFILES AS THE STANDARD FOR NMCI ROLLOUT. THE USE OF PROFILES HAS GREATLY IMPROVED EFFICIENCY OF APPLICATION TESTING AND NMCI ROLLOUT. WE HAVE ACCELERATED NAVRESFOR ROLLOUT AS A RESULT OF THEIR PREPARATION.

7. USER-LESS DEPLOYMENT - USER-LESS DEPLOYMENT IS THE ENTERPRISE STANDARD FOR NMCI ROLLOUT. IT HAS PROVEN TO RESULT IN THE MOST EFFECTIVE NMCI ROLLOUT WITH THE LEAST AMOUNT OF USER DISTURBANCE. SITE COMMANDERS SHALL MAKE EVERY EFFORT TO FULLY SUPPORT AND UTILIZE THE USER-LESS DEPLOYMENT PROCESSES. IN GENERAL, THE ISF DEPLOYS COMPUTERS TO THE DESKTOP AND MIGRATES USER DATA AT NIGHT AND ON WEEKENDS, THEN MEET WITH THE USER FOR A BRIEF ORIENTATION/ SIGN-OFF ON THE NEXT WORKING DAY. THIS IS SIGNIFICANTLY MORE EFFICIENT AND LESS DISRUPTIVE TO YOUR COMMAND.

8. PILOTS AND DEMONSTRATIONS - PILOTS AND DEMONSTRATIONS ARE NOT REQUIRED AT INDIVIDUAL SITES. ALL NMCI SERVICES HAVE BEEN TESTED AND SUCCESSFULLY DEPLOYED AT THE EARLY ADOPTER SITES.

9. TRAINING AND SCHEDULING - SITES SHOULD ENSURE THAT ALL PERSONNEL ATTEND NMCI USER TRAINING AND THAT GOVERNMENT PERSONNEL ARE AVAILABLE AND PRESENT DURING SCHEDULED TESTING AND SEAT DEPLOYMENT. PERSONNEL ABSENCES HAVE BEEN A CAUSE FOR MUCH DELAY IN EARLY ADOPTER ROLLOUTS.

10. PHASED DEPLOYMENT - SITE COMMANDERS AND ISF TRANSITION PERSONNEL SHOULD JOINTLY AGREE UPON A PHASED DEPLOYMENT SCHEDULE FOR NMCI SITE ROLLOUT. EVERY EFFORT SHOULD BE MADE TO MANAGE THE ROLLOUT IN ACCORDANCE WITH THE PHASED DEPLOYMENT SCHEDULE. EXPERIENCE HAS SHOWN THAT ROLLOUT RATES IN THE INITIAL TWO WEEKS OF CUTOVER ARE ONE QUARTER TO ONE HALF OF THE FULL PRODUCTION ROLLOUT RATE. A ROUGH ESTIMATE OF THE FULL PRODUCTION RATE IS ABOUT TWO SEATS PER ISF DEPLOYER PER DAY, BUT PROCESS CHANGES ARE BEING INTRODUCED TO DRAMATICALLY IMPROVE THIS METRIC.

11. LADRA TESTING - EACH PHASED SEGMENT SHOULD COMPLETE APPLICABLE LADRA TESTING AT LEAST ONE WEEK PRIOR TO SEGMENT ROLLOUT. ALL APPLICATIONS THAT FAIL LADRA TESTING WILL RESULT IN QUARANTINE STATUS. APPLICATIONS THAT FAIL TESTING WILL BE REMEDIATED DURING THE RISK MITIGATION PHASE FOLLOWING TRANSITION. APPLICATIONS ARE NOT REQUIRED TO BE REMEDIATED PRIOR TO NMCI ROLLOUT.

12. QUARANTINE PLANS - A QUARANTINE PLAN SHALL BE JOINTLY DEVELOPED PRIOR TO THE ROLLOUT OF EACH SEGMENT. THE ONLY LEGACY SEATS LEFT IN PLACE AFTER THE SEGMENT ROLLOUT WILL BE THOSE IDENTIFIED AS PART OF THE VALIDATED QUARANTINE PLAN. IT IS NMCI POLICY THAT NO DUAL DESKTOPS WILL BE LEFT IN PLACE UNLESS PART OF A VALIDATED QUARANTINE PLAN.

13. USER DATA - USER TO APP AND USER TO CLIN DATA MAPPINGS ARE REQUIRED TO BE DELIVERED TO THE ISF 60 DAYS IN ADVANCE OF SEGMENT DEPLOYMENT. NO FURTHER CHANGES WILL BE ALLOWED PRIOR TO SEGMENT ROLLOUT, CHANGES CAN BE ACCOMPLISHED THROUGH THE MAC PROCESS (POST SEAT DEPLOYMENT).

14. ISSUE ESCALATION - ROLLOUT STOPPAGES, PAUSES, OR REDUCED ROLLOUT RATES FROM THE APPROVED ROLLOUT PLAN WILL ONLY BE ALLOWED IF AUTHORIZED BY DIRECTOR NMCI OR THE NMCI PM'S FROM NAVY OR USMC, AS PER THE REFERENCED MESSAGES. WHEN NEEDED, THE ESCALATION OF SITE ROLLOUT ISSUES AND DECISIONS WILL BE FROM THE PMO SIL OR CPM TO THE NAVY NMCI PM TO THE DIRECTOR NMCI.

15. SITE IT MANAGEMENT: DON HAS ENTERED INTO AN ERA WHERE COMMERCIAL PROVIDERS, THE INFORMATION STRIKE FORCE (ISF), PROVIDES DESK TOP COMPUTING AND NETWORK SERVICES. SITE COMMANDS MUST ADJUST THEIR LEADERSHIP AND MANAGEMENT STRUCTURES ACCORDINGLY. THE SITE COMMANDER MUST SPECIFY THIS NEW RELATIONSHIP WITH HIS ISF SITE MANAGER. RELATIONSHIPS HAVE WORKED BEST WHERE THE ISF SITE MANAGER IS A FULLY ENABLED PART OF THE SITE LEADERSHIP AND MANAGEMENT STRUCTURE.

16. NMCI ROLLOUT IS A DEPARTMENT OF THE NAVY ENTERPRISE ENDEAVOR AND MUST BE ACCORDED APPROPRIATE PRIORITY BY ECHELON II CLAIMANTS AND

SUPPORTING COMMANDS. ECHELON II CLAIMANTS ARE RESPONSIBLE ICW ISF AND NMCI PMS TO ROLLOUT NMCI FOR THEIR COMMANDS AS SEQUENCED IN THE NMCI ENTERPRISE SCHEDULE. THE TRANSITION PROCESS ASSOCIATED WITH NMCI ROLLOUT WILL BY ITS NATURE PRESENT SOME SHORT TERM RISKS. DEPARTMENT PHILOSOPHY IS TO MITIGATE THIS RISK NOT AVOID IT. STRONG COMMAND COMMITMENT AND LEADERSHIP IS NECESSARY TO SUCCESSFULLY TRANSITION TO THE NMCI.

17. SPECIAL THANKS TO THE FOLLOWING COMMANDS THAT HAVE BEEN ON THE FOREFRONT OF NMCI IMPLEMENTATION: CLF HQ, NAVAIR HQ, SPAWAR HQ, NAF WASHINGTON, NAS LEMOORE, NSWC CRANE, NSWC PT HUENEME, AND RESFOR CLAIMANCY. ADDITIONALLY, THE DIRECT FLEET INPUT PROVIDED BY BOTH COMLANTFLT AND COMPACFLT HAS BEEN PARTICULARLY VALUABLE.

18. CAPT CRAIG MADSEN USN, NMCI NAVY PROGRAM MANAGER SENDS.//

BT
#6628
NNNN

APPENDIX C. REPORT CARD

NMCI
NAVY MARINE CORPS INTRANET

Monthly SITE READINESS REPORT CARD

Item Title	Item Grade		
Pre-AOR	Green	Yellow	Red
EDS Site Manager Assigned			
PSQ Submitted: (ID's Legacy Apps Early, due at C/O-120)			
Identify government employees who will be eligible for NMCI employment and provide to PEO-IT/Director NMCI			
Establish date(s) for impacted employee meetings.			
Complete and Sign Site Concurrence Memorandum			
Termination/modification actions to existing contracts in accordance with EDS recommendations using AOR as the effective date			
Task Order Awarded			
AOR			
Provide final UTAM/UTCM/UTPM			
Cutover Plan — Detailed and Phased			
Base Infrastructure Operational (BIO) Complete			
Establish Quarantine Plan			
LADRA Testing Complete. (LATG).			
Obtain Full IATO for unclassified server farm			
Obtain Full IATO for classified server farm			
Cutover	Number of Seats		
NIPR/SIPR Rollout Total (Seats)			
Average # of Seats Rolled Per Day			

Date_____**Cutover Date**_____**Est. AOR Date**_____**Seats**_____

Site_____ **UIC**_____**City**_____**State**_____

EDS/SM_____**CPM**_____**SIL**_____

ESCH II_____ **CIO**_____ **Site POC**_____

PMO Approved _____ **Pass / Fail**

APPENDIX D. SEAT ACCEPTANCE CHECKLIST

BEFORE CUTOVER:

- ☐ Read the Ready/Set/Go documentation.
- ☐ Move data to MIGDATA folder per Ready/Set/Go documentation.
- ☐ Attend NMCI training.
- ☐ Obtain PKI card **IF** you are going to get a laptop
- ☐ Get copy of seat order (CLINS) from your CTR/ACTR.
- ☐ Get a copy of the Legacy Applications submitted (for your seat) from the CTR/ACTR.

BEFORE YOU SIGN FOR YOUR NMCI MACHINE:

1. Verify items you should have (ask the NMCI installer to show you):
   - ☐ Verify that each CLIN is present (i.e. memory size, CPU speed, peripherals such as CD-ROM) on NMCI workstation.
2. Start Up:
   - ☐ Verify that NMCI workstation boots with out error.
   - ☐ Test each peripheral works (non network items) (i.e. CD-ROM etc.).
   - ☐ Test network printer services.
   - ☐ Test access to home drive (i.e. H: drive) and network drives.
3. Check Folders and Files:
   - ☐ List Legacy icons and compare with NMCI icons.
   - ☐ Test Legacy apps present either on NMCI machine or Quarantine machine.
   - ☐ Review drive mapping for applications.
4. Review your data from your legacy machine:
   - ☐ Insure that your data is transferred to your C: drive MIGDATA file / Orphan files.
   - ☐ Move MIGDATA / Orphan files to H: drive.
5. Windows 2000 Applications:
   - ☐ Test Microsoft Office applications
   - ☐ Test Outlook by sending and receiving mail.
   - ☐ Check availability of non-NMCI address in Global Address List (GAL).
   - ☐ Check for all public and private folders.
   - ☐ Check calendar, personal contact list and address books
   - ☐ Test I. Explorer and Netscape Navigator check for your favorites and bookmarks.
   - ☐ Send notification to all of your contacts that your email address changed.
6. Just RAS (notebook) users only:
   - ☐ Verify that notebook can log into RAS account.
   - ☐ Verify email connection.
   - ☐ Verify Internet connection and websites.

Ready, Set, Go guide is available at http://eds.com/nmci/transition.htm

Review ordered CLINS and legacy applications (from the User to Application Mapping) with your site's Customer Technical Representative (CTR) or Assistant Customer Technical Representative (ACTR) prior to rollover. (The sooner the better!).

Public Key Infrastructure (PKI) and Remote Access Server (RAS) is used on laptops to access your accounts while on TAD

APPENDIX E. WEB LINKS

Visitor information is available at these URL(s):

SPAWAR
- http://www.spawar.com/

Official CONUS Per Diem sites
- http://www.dtic.mil/perdiem/pdrform.html
- http://www.policyworks.gov/org/main/mt/homepage/mtt/perdiem/travel.shtml

NMCI

The new Navy Marine Corps Intranet (NMCI) web site, the authoritative government source for NMCI information, is now operational.
- www.nmci.navy.mil
- www.nmci.usmc.mil

Other NMCI Sites
- www.eds.com/nmci
- http://nmci.navair.navy.mil/
- http://nmci.spawar.navy.mil

Navy Information Security Web Site
- www.infosec.navy.mil

NETWARCOM Web Site
- www.netwarcom.navy.mil

Personnel Locator
- http://www.navydirectory.smartlink.navy.mil
- http://www-library.itsi.disa.mil/
- http://www.itsi.disa.mil/links.html

Others
- Commander Navy Region Southwest http://www.cnrsw.navy.mil/
- Commander Navy Region Southeast http://www.comnavregse.navy.mil
- www.chinfo.navy.mil/navpalib/bases/navbases.html (List of Navy Bases)
- www.signonsandiego.com ; www.sdinsider.com (lists area attractions and restaurants)

The Workstation Countdown Ready is when the users are given guidance on how to prepare their computers and files to undergo migration. The Workstation Countdown Set is when the users create migration folder and move data to the new folder, exporting the Favorites and Bookmarks and mapping network drives. The Workstation Go is when the workstation is installed, and the users are then accessing and downloading the migration folder, open the saved Bookmarks/Favorites, use of new security profiles, and how to submit Request for Assistance.

Transition Documents	Site Link:
Workstation Countdown Ready	http://www.nmci-isf.com/migration/ReadyGuide.pdf
Workstation Countdown Set	http://www.nmci-isf.com/migration/Set_Guide_WinME.pdf
Workstation Go	http://www.nmci-isf.com/migration/MigrationGoGuide.pdf

EDS Web Site

- http://www.nmci-isf.com/

NMCI Services (CLINs, User Training, Help Desk):

- http://www.nmci-isf.com/catalog.htm

Transition Information (including information below):

- http://www.nmci-isf.com/transition.htm

Assumption of Responsibility:

- http://www.nmci-isf.com/transition.htm#AOR

Preliminary Site Questionnaire:

- http://www.nmci-isf.com/transition.htm#PSQ

Government-Furnished Facilities Checklist:

- http://www.nmci-isf.com/transition.htm#GovCheck

Site Concurrence Memorandum (SCM):

- http://www.nmci-isf.com/transition.htm#Site

Legacy Applications Transition Guide:

- http://www.nmci-isf.com/transition.htm#Transition

Legacy Applications Survey/EDS Tools Database:

- http://www.nmci-isf.com/transition.htm#Legacy

Classified Legacy Applications Rationalized List Template:

- http://www.nmci-isf.com/transition.htm#ListTemp

Legacy Application Pre-Certification:

- http://www.nmci-isf.com/transition.htm#LAPreCert

Legacy Application Certification/Validation:

- http://www.nmci-isf.com/transition.htm#LAC

Engineering Review Questionnaires:

- http://www.nmci-isf.com/transition.htm#Engineer

Unclassified Lab Legacy Application Certification Progress Chart:

- http://www.nmci-isf.com/transition.htm#ULACPC

Legacy Microsoft Server Migration Guide:

- http://www.nmci-isf.com/transition.htm#ServerMigration

Employee Transition Process:

- http://www.nmci-isf.com/transition.htm#Employee

Contractor Ordering Process:
- http://www.nmci-isf.com/transition.htm#Order

Workstation Migration: Ready, Set Go!:
- http://www.nmci-isf.com/transition.htm#Migration

Remote Access Service: Get Started And Go!:
- http://www.nmci-isf.com/transition.htm#RAS

Outlook Web Access User's Guide:
- http://www.nmci-isf.com/transition.htm#Outlook

Making the Transition: Cutover:
- http://www.nmci-isf.com/transition.htm#Cutover

NMCI Asset Disposal:
- http://www.nmci-isf.com/transition.htm#AssetDisposal

Straight Talk (E-mail):
- http://www.nmci-isf.com/contact.htm

Frequency Asked Questions (FAQs):
- http://www.eds-gov.com/nmcifaqs/faq_general.asp

Customer Satisfaction:
- http://www.eds-gov.com/nmci_survey/survey_gen.asp

Contacts/Feedback Form:
- http://www.nmci-isf.com/contact.htm

Program Executive Office for Information Technology (PEO-IT) Web Site
- http://www.peo-it.navy.mil/

Contains Information on:
- 20K Daily Cutover Status
- 100K Seat Order Schedule List
- Link to NOIS Working Group Web Site
- Under Fact Files contains NMCI General Information, NMCI Security,
- NOIS Training Calendar

NMCI Ordering Interface System (NOIS) and Working Group:
- https://nmci.navair.navy.mil/nois_wg.cfm

Graphically depicts Integrated Order to Deliver (IOD) process and system interactions for ordering process via NOIS
- http://www.peo-it.navy.mil/media/nmci%20IOD%20END%20TO%20END.GIF

SPAWAR HQ NMCI Web Site:
- http://enterprise.spawar.navy.mil/spawarpublicsite/

SPAWAR Contract/Attachments/Mods:

- https://nmci.spawar.navy.mil/cl_contract_award.html

Download NMCI contract, attachments and latest mods

SSC Charleston's NMCI Web Site:

- http://corpweb/nmci/index.asp

Information on subjects below, plus more:

- S&T Seats: http://corpweb/nmci/sandtseats/index.asp
- Seat Ordering Aids: http://corpweb/nmci/seatorderaids/index.asp
- Developer Info: http://corpweb/nmci/developers/index.asp

SSC Norfolk's NMCI Web Site:

- https://iweb.scn.spawar.navy.mil/nmci/index.htm

Good general information

NMCI Facilities Requirements (NAVFAC):

- http://www.efdsw.navfac.navy.mil/05/05I/NMCI.htm

Includes information on NMCI Facilities Standards and Guidelines, Monthly Reports, Facilities Briefs, etc.

Naval Network and Space Operations Command (NNSOC) NMCI Web Site:

- https://www.nnoc.navy.mil/nmci/index.htm

Information includes:

- NMCI Governance
- NMCI Transition
- NMCI Operations
- NMCI Security

GSA Advantage

- https://www.gsaadvantage.gov/advgsa/main_pages/start_page.jsp

Excellent web site to obtain market research and pricing for Independent Government Estimates (IGE's) for unpriced CLIN's.

Marine Corps NMCI Web Site:

- http://www.nmciinfo.usmc.mil/

This is an excellent site for the Marine Corp view of the NMCI Transition Process.